

Date: 24 March 2018

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Roshan I.M.**, MBA student, USN NO. 1AZI6MBA56 from Acharya Institute of Technology, Bangalore affiliated to Visvesvaraya Technological University, Belgaum has successfully completed the Project Work cum Internship in our esteemed company. It was done for the period of **10 weeks** from **15/01/2018** to **24/03/2018**.

During his Project Work cum Internship in our company, we found him to be punctual and hard working. His character and conduct were good.

His last day of service with us was 24th March 2018. We wish him success in life and career.



FOR

VIKRAM. N

HR MANAGER – EMPLOYEE RELATIONS

ARVIND LIMITED – LIFESTYLE APPARELS



ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 16/05/2018

CERTIFICATE

This is to certify that **Mr. Roshan I M** bearing USN **1AZ16MBA56** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on “**A Study on Effectiveness of Recruitment Process**” at **Arvind Limited Bangalore** is prepared by him under the guidance of **Prof. Bhagyashree G Kasturi**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

Signature of Internal Guide

Signature of HOD

Head of the Department
Department of MBA
Acharya Institute of Technology
Soldevanahalli, Bangalore-560 107

Signature of Principal

PRINCIPAL

ACHARYA INSTITUTE OF TECHNOLOGY
Soldevanahalli Bangalore-560 107

DECLARATION

I, **ROSHAN .I.M** bearing **USN: 1AZ16MBA56** hereby declare that the Project report entitled “Effectiveness of Recruitment Process” at “Arvind Limited” is prepared by me under the guidance of **Prof Bhagyashree G Kasturi**, Faculty of M.B.A. Department, Acharya Institute of Technology and external assistance of **Mr. Vikram N, Senior HR Manger-Employee Relations, Arvind Limited.**

I also declare that this Internship work is towards the partial fulfilment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone a summer project for a period of four weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any Degree/ Diploma from any other University / Institution.

A handwritten signature in black ink, appearing to read 'Roshan', with a long horizontal stroke extending to the right.

Place: Bangalore

Signature of the student

Date: 21-5-2018

ACKNOWLEDGEMENT

I deem it a privilege to thank our Principal, Dr. Sharanabasava Pilli, Dr. Mahesh, Dean Academics and our HOD Dr. Nijaguna for having given me the opportunity to do the project, which has been a very valuable learning experience.

I am truly grateful to my external guide Mr. Vikram, Senior HR Manager, Arvind Limited, and my internal research Guide Prof. Bhagyashree G Kasturi, for their research guidance, encouragement, and opportunities provided.

I wish to thank all the respondents from the firms who spent their valuable time in discussing with me and giving valuable data by filling up the questionnaire.

My sincere and grateful thanks to all my Professors at the Department of MBA, Acharya Institute of Technology for their valuable support and guidance.

Last, but not least, I want to express my deep appreciation to my parents for their unstinted support.

Place: Bangalore

ROSHAN I M

Date:

USN: 1AZ16MBA56

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EXECUTIVE SUMMARY

The research is based on 'A Study of Effectiveness of Recruitment Process' at Arvind Limited, Bangalore. The study is mainly conducted to know and assess how effective is a recruitment process involved with the company objectives in meeting its prime vision.

The company operates under a textile industry having exporting its manufacturing to foreign as well to domestic market. The data was collected using both primary and secondary sources where the primary data was obtained based on a questionnaire provided for a limited number of employees at Arvind Limited. The sample for the research was considered for 100 and their response were recorded accordingly by the questionnaire.

Using the data obtained an analysis is conducted followed by the interpretation. Based on the analysis it was observed that the employees at Arvind Limited have a good opinion towards recruitment process followed in the company where it stimulates the right candidate for the right job. The company seeks the mixed candidates of freshers as well as the experienced as it would lead to company's effectiveness. As per the data obtained by the respondents it is clear to the context that the effectiveness of recruitment is high rated and every employee has strongly agreed to the same. The company seeks more for candidates with employee reference and gives an opportunity for interns for employment. Before the recruitment process begins for set of candidates, just to ensure the recruitment leads to effectiveness; the HRs of Arvind Limited provide candidates with induction about the company and its values just to give a glimpse of the company's achievement based on which the candidates can decide whether to move on or not. The induction leads to stimulating candidates further where it enhances the effectiveness of recruitment in the company.

The major findings are observed carefully and concluded in a proper way where effectiveness of recruitment process is proved to reach its potential. Based on the findings and conclusion, suggestions are given for the improvement of recruitment process for making it highly effective.

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION:

The project work is the external activity given as an opportunity to the students to find the statement of the problem and work on it by reporting some findings, suggestions, solutions, recommendations. The project work is conducted on the Human Resource discipline on the topic titled “A Study on Effectiveness of Recruitment Process” at Arvind Limited (Shirting division), Electronic City, Bangalore.

A review on the literature is made pertaining to some of the authors and researchers who have explained exactly what they meant by Effectiveness of Recruitment. A thorough theoretical background of the study is made as to understand the concept to its depth.

To find how effective is the recruitment process at Arvind Limited, the employees of the company are selected randomly and are given a questionnaire in order to obtain data. The data obtained so from the employees are analysed and the interpretation for the same is made in order to justify what exactly it meant by using tables and graphs.

1.2 INDUSTRY PROFILE AND COMPANY PROFILE:

ARVIND LIMITED, a textile manufacturer company which was formerly known as Arvind Mills is the flagship company of Lalbhai Group. It was incorporated in the year 1931. The headquarters of the Arvind Limited is located at Naroda, Ahmedabad, Gujarat, India. It is one of the largest textile manufacturer in India. Arvind Limited is a manufacturer of denims, cotton shirting, knits and khaki (bottom-weight fabrics). The company is the exporter and the third largest producer of denims in the world.

The Chairman and the Managing Director of Arvind and Lalbhai Group is Mr. SANJAY LALBHAI. He led the company from the early 1980s where the company brought denims to its domestic market and it was the starting revolution of denims (jeans) in India. Today, Arvind Limited retails its own brands like Flying Machine, Excalibur and Newport and some licensed international brands like Levis, Calvin Klein, Tommy Hilfiger, Arrow through its world’s retail networking operations.

Company's Timeline:

- **1931:**

The initiative stage was taken up by three brothers named Kasturbhai Lalbhai, Narottambhai Lalbhai and Chimanbhai Lalbhai. The three brothers had formed Lalbhai Group. The co-founder of Arvind Limited previously called Arvind Mills was found by Kasturbhai Lalbhai and was incorporated in the year 1931 at Naroda, Ahmedabad.

- **1934:**

The Arvind Limited expresses itself as a leading and a productive textile manufacturer and induces units in the country.

- **1980:**

A new strategy called “Reno vision” points at changing the Arvind’s local business focus towards global markets. It also records a higher level of profitability at this stage.

- **1987-88:**

The company enters into the global market producing as a first manufacturer of denims with having a dual focus:

- Denim for fashion wear
- Denim for leisure

- **1991:**

The company expresses and claims to be the third largest manufacturer of denims in whole of the world.

- **1997:**

At Santej, the India's largest state-of-art facility for knits and manufacture of shirting facility was set-up.

- **2005:**

A unique one shop stop was established by Arvind Limited on a global scale where the reputed national and international customers were offered the garment packages.

- **2007:**

One of India's largest retail store which was called to be MEGAMART was introduced as a retail chain in India with the expansion of Arvind's presence in the brands and also in international brand licensing.

- **2010:**

- The Arvind store was launched.
- A concept of stitching best of fabrics, brands manufacturing, styling and tailoring needs were bought all under one roof.
- Arvind limited becomes one of the largest producers of fire protection fabrics.
- The company launches its first Real Estate Projects.

- **2014:**

- For Calvin Klein business in India, Arvind Limited enters into joint venture with PVH Corp.
- Gets tied up with Goodhill Corporation Limited of Japan where the Arvind Limited launches its formal suitings.

Three retail chains are run by Arvind Limited namely;

1. The Arvind store
2. Unlimited
3. Megamart

As per the report of 2016, the company has generated a revenue of US\$850 million approximate to the Indian currency of Rs.5407 crores and net income of US\$50 million approximate to the Indian currency of Rs.318 crores.

1.3 PROMOTERS:

Kasturbhai Lalbhai	The Co-Founder
Sanjay Lalbhai	Chairman and Managing Director
Punit Lalbhai	Executive Director
Kulin Lalbhai	Executive Director

1.4 MISSION VISION AND QUALITY POLICY:

Mission:

The under lying theme running across the broad spectrum of all business activities at Arvind is that of enhancing lifestyles of people across all diversities and demographics.

Vision:

To serve that end, the corporate vision states: 'We will enable people to experience a better quality of life by enriching and inspiring lifestyle solutions'.

Quality Policy:

Scope and Objective;

Quality control processes are implemented in Arvind Limited in order to maintain sustainable high production standards passing from defined control points, the products are subject to various tests such as entry control test and pilot tests.

Quality Policy:

- Creative and Innovative.
- Integrated with world market.
- Providing added value to customers.
- Placing importance on Training and Development of its employees.
- Socially responsible.
- Complying with legislation on environment, work, health and safety.
- Complying with quality management, conditions and continuously improving it.

Quality Targets:

- To produce with zero error at the time.
- To increase effectiveness of quality management system continuously.
- To increase production efficiency.
- To increase personal and occupational developments of his employees.
- To improve environment, human health and safety constantly.

1.5 PRODUCT PROFILE:

- **Lifestyle Fabrics:**

Denim: The third largest producer of jeans in the world where there is an annual capacity of 110 million metres. On a worldwide basis it has a capacity of exporting to 70 countries.

Type of products in denim section are:

- Bi-stretch denim
- Ring denim
- Fair trade certified denims
- Organic denims
- Indigo voiles

These denims are manufactured in various shades of sulphur, indigo, yarn-dyed with various blends and in 100% cotton.

- **Shirting:**

In the international market, Arvind group is said to be called a major player in the section of shirting for its premium styling and quality material. The annual capacity is 34 million metre. Products in this shirting division include fabrics such as:

- Printed fabrics
- Mechanical finishes
- Non-iron properties
- Cotton shirting
- Linen
- Lycra
- Silk
- Modal
- Polyester etc.

- **Knits:**

The annual knitting capacity is 10000tons in the Knits division of Arvind. Unique Knitting techniques such as jacquards, stretch fabric and yarn-dyed autostripers is been mastered by Arvind limited.

- **Voiles:**

With a production capacity of 33million for annual year, Arvind Limited has a monopoly market in this division where the voiles are used as the falls to stitch blouse and is sold in the domestic market. More than 150 dealers the sale is conducted which reaches nearly 5000 retail outlets throughout the country. The export of high quality Swiss Voiles is done to countries like Sri-Lanka, Switzerland and to the countries of Middle-East.

- **Khaki:**

Arvind has gained a distinctive characteristic for having a khaki division in whole of South-Asia. There is a total of 21 million metres of annual capacity of Khaki. Products under it are:

- Canvas
- Cavalry
- Chinos
- Ribstop
- Structures and Dobbies.

- **Ready to Wear:**

Arvind Limited has explored its own garmenting in the country selling its products through their own retail outlet called Arvind store. With an innovative and creative merchandising team, they have come up with a future fashion possibilities where it catches the present trend related to clothing.

Products and Brand under Arvind Limited:

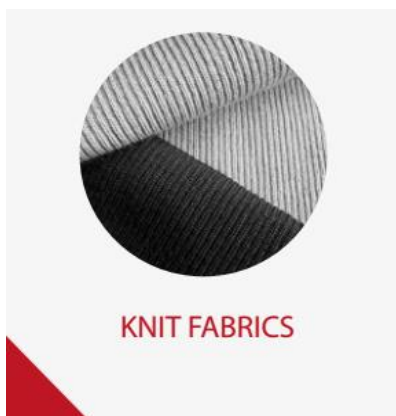
1. Denim



2. Shirting



3. Knitwear



4. Voile



5. Khaki



Garment Exports:

1. Shirts
2. Jeans

Brands of Arvind:

1. Newport
2. Flying Machine
3. Excalibur
4. Ruf & Tuf
5. Quads
6. Arvind RTW (exclusively available at Arvind stores)
7. 1s

Arvind licensed and franchised brands:

1. Levis
2. GAP Inc.
3. Nautica
4. Calvin Klein
5. H & M
6. U.S. Polo Assn.
7. Aeropostale
8. Izod
9. Tommy Hilfiger
10. EdHardy
11. Mossimo
12. Gant U.S.A
13. Cherokee
14. Marks and Spencer

1.6 INFRASTRUCTURE FACILITIES:



The Electronicity facility, Bangalore has two buildings one for factory where manufacturing takes place and another is for Corporate-head of all branches spread over 4.5 acres of land and with place given for the installation of big sewage treatment plant set up in the land of 1 acre out of 4.5 acres of total land.

1.7 COMPETITOR'S INFORMATION:

Some of competitors of Arvind Limited are;

1. Gokaldas images: found in 1979 and India's largest integrated corporation in clothing with 15 automated factories.
2. VK Exports: exporter of shoes, men's shirts and jeans.
3. Madhura Exports: located at Erode, Tamil Nadu is an institute which offers its products and services in the field of textile exporters.
4. Shahi Exports: started in 1974 at Delhi manufactures more than 3 million piece of quality prove wovens and knits per month with 250 associates.

1.8 SWOT Analysis:

Every company has its own internal strength and weakness as well as external opportunity and threats. Likewise, Arvind has also identified its parameters where it has its core built and what exactly it lacks.

1. Strength:

- **Leading manufacturer:**

Since 1931, the Arvind Limited is in its manufacture of own fabrics. Today is it the leading business unit where they manufacture various kinds of clothing which differentiates themselves from others.

- **Production capacity:**

Arvind has a very high potential of production capacity where it serves to produce nearly 110 million metres of jeans, 34 million metres of shirting, knitting capacity of 10000 tons, 33million of voiles and a total of 21 million metres of Khaki for an annual year.

- **Adaption to current market trend:**

A well designated Merchandisers of Arvind is aware about the present fashion knowhow and the future trend that lands up in the market. The designer team keeping this as a major point, gets into making a creative fashion clothing which helps in gaining market growth.

- **High quality is offered:**

In accordance with the International standards and fair practice of ethics, the products offered to the clients are certified genuine in its nature and the quality check is made before the dispatch of the material for each process taking in the production.

- **Clients:**

Arvind limited has got big International players and Brand franchisers as its clients who have a regular contact with the company. Years long it has built a good relationship with its clients serving to create and develop loyalty in the minds of their clients towards Arvind.

- **Major exporter:**

Leading brands across the country get tied up with Arvind limited as it manufactures quality clothing and exports it to their respective client countries. They have their own container and shipment to export their products worldwide which helps in delivering the products to its client on time.

2. Weakness:

- **Information access:**

There is a centralized system in the Arvind's corporate office where the flow of information is bit of a difficult job for the existing employees. The information can be only accessed through the permission of higher authority. To get each and every information, it is required to seek permission of respective designated employee in accordance to the subject matter.

- **Access to other branches:**

Out of 9 units of Arvind limited, Electronic City branch is the main corporate office where the functional department is implemented to foresee the entire activities of HR, Production and other related activities. For any new issues, the units have to contact and bring into the notice of main corporate office itself.

- **Allocation of cubicle:**

Every working business unit working as corporate, the office must contain separate cubicles for each person working in the corporate office but in here its all jumbled but the work procedure is clear and good.

- **Lacks coordination:**

Though the company is generating a good amount of profit every year, it is because of the individual spirit of department. All the departments in the company do not coordinate much to each other as they are very narrow minded assuming that their department is something great in the company.

Opportunity:

- **Multi-talented workforce:**

The company has a very good team of conceptual thinkers and dynamic professionals who can manage different operations and activities of Arvind Limited. Having such a source, the company can get into developing unique concepts that enhances both employee's and company's growth.

- **Igrow:**

It is one of the policy of company developed by the HRD. The employees in Arvind Limited is given an opportunity to pursue future education and to develop their ideas and concepts if any.

- **Overseas operations:**

The company has a wide range of foreign contacts as their clients exporting them quality products but do not hold a production unit in foreign countries. The company through these contacts can learn about the knowhow of other countries and can open units in other countries too.

- **Enhance operations through government:**

Arvind Limited has taken an initiative to give free training programmes to uneducated and unemployed people joining hands with the government. This helps company in creating awareness about the importance of textiles and garments in the minds of the people and help people to work in this sector by enhancing their skills through training programmes.

Threats:

- **Potential competitors:**

Since garment and textile industry have the second prominent place in the whole of the industry sector, it has massive competitors then and now. There is an unwanted invitation to the potential business threats calling for rivalry which affects Arvind's day to day business from its competitors.

- **Attrition rate:**

Most of the staff people at Arvind Limited does not like to work in the garment sector where they think IT companies have a major role in the present economy so they leave the company when they are offered better job in IT which results in high attrition rate in the company.

- **Change in government policies, laws and rules:**

Company has to adapt to the changing rules and policies of government which is in power at present. There is a frequent disturbance created to the existing policies of company which results to unstable working condition.

- **Product transportation:**

Since Arvind limited is a manufacturer of clothing and one of the exporters, the client foreign companies may ask Arvind to deliver the goods through different modes of transportation through different container. It leads to adding up of extra expenses to the company.

1.9 FUTURE GROWTH AND PROSPECTS:

- **PMKVY (Pradhan Mantri Kaushal Vikas Yojana) Project:**
It is a government project where it provides opportunity for employment to those people with SSLC or PUC. The people with such a cadre is provided with the training for 3months and then generated them to the full time employment people.
- Candidates from Jammu & Kashmir are recruited and given training for 6 months of period and based on performance they are converted to full time employees.
- Arvind Limited signed a memorandum with the Andhra Pradesh Economic Development Board to setup a textile park and integrated apparel manufacturing facility at Chittoor. The Memorandum of Understanding was duly signed between the Chief Executive officer of Arvind Limited, Kulin Lalbhai and Chief Executive Officer of APEDB, J. Krishna Kishore in the presence of N. Chandrababu Naidu, Chief Minister.
- Arvind Limited is in the second largest apparel provider and it is expanding globally for acquiring the 1st position world wide.
- **PVH Corp. (Phillips Van-Heusen Corporation):**
Arvind Limited is has tied-up with PVH Corp. where it manufactures its products in Ethiopia providing opportunities for employment and provides labours at low cost and exports to many countries in order to expand globally and develop a global integration.

1.10 Financial Statement:

Balance sheet of Arvind Limited for 5 years:

Particulars	Mar'17	Mar'16	Mar'15	Mar'14	Mar'13
Liabilities	12 Months	12 Months	12 Months	12 Months	12 Months
Share Capital	258.36	258.24	258.24	258.17	258.04
Reserves & Surplus	2983.35	2490.15	2318.28	2103.42	1763.68
Net Worth	3241.71	3014.48	2845.28	2636.15	2299.51
Secured Loan	1841.08	2312.10	2212.84	2157.69	1908.07
Unsecured Loan	1025.06	345.19	290.05	91.49	54.57
Total Liabilities:	6107.85	5671.77	5348.17	4885.33	4262.15
ASSETS					
Gross Block	3180.52	4609.04	4346.59	4061.55	3786.07
(-) Acc. Depreciation	222.26	1796.98	1726.32	1565.35	1446.41
Net Block	2958.26	2545.97	2351.51	2221.64	2061.87
Capital Work in Progress	117.74	.00	75.53	72.32	200.32
Investments	1264.92	1098.76	885.39	700.33	492.86
Inventories	1299.24	1137.20	1040.54	942.61	877.96
Sundry Debtors	490.03	419.66	462.27	518.93	442.42
Cash and Bank	13.28	23.41	45.02	123.82	150.60
Loans and Advances	951.71	1494.08	1523.40	1179.30	779.90
Total Current Assets	2754.26	3074.35	3071.23	2764.66	2250.88
Current Liabilities	1012.09	1316.47	1197.18	1053.58	922.63
Provisions	33.56	94.80	107.07	94.60	98.94
Total Current Liabilities	1045.65	1411.27	1304.25	1148.18	1021.57
NET CURRENT ASSETS	1708.61	1663.08	1766.98	1616.48	1229.31
Misc. Expenses	.00	.00	.00	.00	.00
TOTAL ASSETS(A+B+C+D+E)	6049.53	5573.90	5348.17	4885.33	TOTAL ASSETS(A+B+C+D+E)

CHAPTER-2

CONCEPTUAL BACKGROUND AND LITERATURE REVIEW

2.1 THEORITICAL BACKGROUND OF THE STUDY:

Once specified or the desired range of human resources area unit is determined by that of management wherever it notices and seeks out the places wherever, the required human resources area unit on the market is available and additionally finds them and suggest self in that of attracting them towards the organization in a effective manner of these processes area unit usually referred to as achievement. Some employers use the term 'recruitment' for employment, however these two are not one and also the same. Recruitment part is barely one in all the initial step within the entire employment method just to hunt an honest pool of candidates.

Some others use the term 'recruitment' for choice, however even these two terms are not one and also the same either technically speaking about the functions and it includes solely finding, developing the sources of prospective staff and stimulating them to get in for job in a corporation.

Edwin B. Flippo, defined recruitment as "The process of searching for prospective employees and stimulating them to apply for the job in an organization".

Recruitment is outlined as "a method to find the sources of man power to fulfill the wants of the staffing schedule and to use effective measures for attracting the person powering adequate numbers to facilitate effective choice of an economical work force".

Sub-System of Recruitment:

The four sub-systems in recruitment are:

- ❖ Developing suitable technique to attract the desirable candidates.
- ❖ Finding out and developing the sources wherever the specified range and sort of staff area unit on the market.
- ❖ Stimulating several candidates who has the potential and asking them to apply for jobs regardless of range of candidates needed.
- ❖ Employing the techniques to draw in candidates.

Complexity functions of Recruitment:

Performing the functions of recruitment is not a simple task, because it appears to be a major problem sometimes and this is often due to the hurdles created by the inner factors and external factors that include:

- Local and internal candidates.
- Organizational policy concerning filling from bound share of vacancies by internal candidates.
- Trade Unions influence
- Influence of employer nepotism and recommendations etc.
- Government laws concerning about some of the reservation bound candidates.

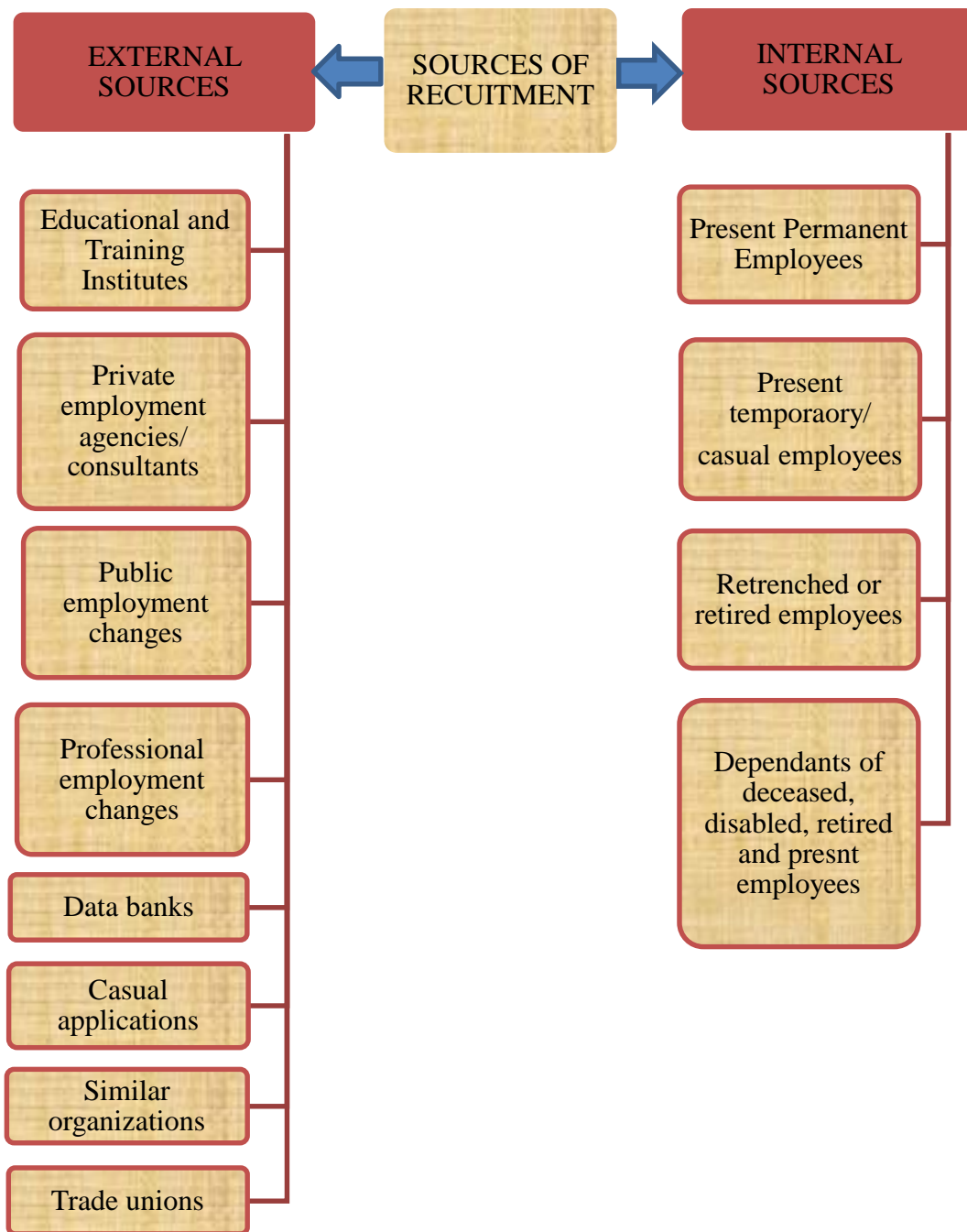
The activity of recruitment, is consequently affected with some of the inner factors such as:

- Working Conditions
- Salary levels, kind and extent of advantages
- Promotion Opportunities
- Image of a corporation
- Other personnel practices and policies
- Ability and talent of the management to stimulate the candidates

It is additionally affected with external factors such as:

- Practices and personnel policies of different organizations
- Government laws
- Career opportunities in brand imaged organizations

Sources of Recruitment:



Generally the learners of human resource management will feel that sources and techniques of recruitment area unit are one and also the same, however they're totally different. Sources area unit those wherever prospective staff area unit on the market like employment exchanges whereas techniques area unit those that stimulate the potential staff to use for jobs like nomination by staff, advertising, promotion etc. The sources of recruitment area unit generally classified into internal sources and external sources.

Internal Sources: are the sources inside the organization are: They are:

- Present permanent staff
- Retrenched or retired staff
- Present temporary / casual staff
- Dependants of disabled, deceased, present or retired employees.

Why do organizations prefer the Internal Source?

Organizations prefer this source for the following reasons:

- Internal recruitments are often used as a way of motivation
- Suitability of the inner candidates are often judged higher than the external candidates
- Morale of the staff are often improved
- Employee's psychological desires are often met by providing a chance for advancement.
- Loyalty, commitment, a way of belongingness and security of the current staff are often increased.
- Employee's economic desires for promotion, higher financial gain are satisfied.
- Cost of choice are reduced.
- Social responsibility towards staff could also be discharged.
- Stability of employment is ensured.

But organizations don't overly believe in internal supply as an excessive amount of consumption of even sugar tastes bitter. Hence, organizations rely on internal supply to the extent of motivating then rely on external supply.

External Sources: are those sources, outside the organization .External sources include:

- Educational and training institutes
- Professional associations
- Private employment consultants/agencies
- Public employment exchange
- Similar and same operated organizations
- Data banks
- Trade unions

Organizations prefer external sources for following reasons:

- The suitable candidates with talent, knowledge, talent etc. area unit usually on the market.
- Cost of the employees are often reduced as a result of staff selected from this type of source usually placed in minimum pay scale.
- Candidates are often selected without pre-conceived notion or reservations
- Human resources combine are often balanced with totally different background, experience, skill etc.
- Latest data, skill, innovative or inventive talent may be flowed into the organization.
- Expertise, experience and excellence in some organizations are simply brought into the organization.
- Long-run profit to the organization is generated with the sense that qualitative human resources are often brought effectively.

Recruitment Techniques:

Recruitment techniques are the means or media by which management looks for prospective employees or provides necessary information or exchanges ideas or stimulates them to apply for jobs. Management uses different types of techniques to stimulate internal and external candidates.

Techniques useful to stimulate internal candidates are:

1. Transfers.
2. Promotions
3. Employee reference
4. Internal promotion
5. Job posting

Techniques useful to stimulate external candidates are:

1. Present employees reference
2. Advertising
3. Scouting
4. Online job portals
5. Through newspapers and advertisement

2.2 REVIEW OF LITERATURE:

- **According to Edwin B. Flippo:** “Recruitment is a process of searching for candidates for the employment and then stimulating them to apply for the jobs in the organisation”.
- **French (1982):** found there are two recruitment options. Firstly, the events or the institutions (which are community, schools, health fairs, job fairs, sports organisations, churches and community events) often used a recruitment setting. Recruitment in institutions or at any school may not be appropriate where there can be a greater spread of participants from a larger area. Second options is the door-to-door recruitment where this type of recruitment method can incur travel expenses and can increase cost in terms of staff time and it is difficult to assure recruiters randomly sample the homes. Unless these concerns, the door-to-door recruitment is a necessary recruitment strategy for certain potential applicants.
- **Burack (1985):** It is discovered in his study that the authoritative exercises are firmly connected to that of recruitment sources. In association with the representative turnover, and with the execution of workers or with the outputs; the level of representative duty and the levels of employee fulfilment are executed at exact position.
- **According to Windolf (1986):** the selection of a selected recruitment strategy by a firm specific to the resources on the market to the organisation at hand and its environmental dynamics. The market power of firms is set in relevancy native competition and is outlined because the degree of selection of company will exercise when deciding upon a selected recruitment strategy. Windolf still argues that the method typically is defined by the process of the profile of the best candidate which suggests the applier United Nations agency can best match the job.
- **Barber (1989):** defines the effective worker or employee recruitment as “activities and practices carried on by organisation for the aim of distinguishing and attracting potential employees”. to draw in the potential staff several firms have employee recruitment plans and methods that fills the vacant positions and additionally adds worth to the organisation’s culture.

- **Smith et al. (1989):** Made an argument where it says, the selection process is not so important in case if the recruitment stage is carried out more effectively. Whenever the vacancy exists in any organisation and the decision is taken to fill it through recruitment, conducting a job analysis is the first process in the recruitment. This might have been taken place even in the Human Resource Planning Process that is the process which would have been done well in advance before a vacancy exists. Once the job analysis is been conducted, particular requirements of a job is identified and is been clearly indicated where it matches with the organisation's overall structure and then the organisation can begin to attract suitable candidates through effective recruitment for the particular vacancy.
- **Powel, (1991):** Have explained that several researchers like United Nations agency have known regarding the numerous recruiters where the United Nations agency area unit provides candidates enough and specific information that allows them to choose regarding the suitability and relevance with the duty.
- **Delery and Doty (1996):** The argument was made that it leads students to get more effective career self-management where the students are to be provided recruitment information and must create awareness of great employment or job opportunities and influencing and stimulating them to be pro-active in approaching the potential employers.
- **Pounder, (1996):** The effective recruitment is been continually one in all the foremost pi-votal for the organisations within the sector of education simply because of not having any methodology as absolute for attracting and screening, finally finding the proper candidates for the proper job within the organisation.
- **Zoltoli & Wanous, (2000):** has found that the advertisements will be placed and plays a role in the totally different newspapers which are found least effective supply of recruitment in each public and personal sector still.

- **Kandola and Zottoli & Wanous, (2000):** Has known from the analysis that informal recruitment (employee referrals and walk in) had been thought of additional useful to the duty in which candidates as a result of these sources give correct and complete set of information and a few explicit job with another blessings over the formal achievement method (advertisement & posters).
- **Dessler (2000):** He found that under the Human Resource Management, the recruitment and selection forms a core part of the central activities: namely, the development, acquisition and the rewards of the employees. It forms the set of designated specialists who are also called to be good Human Resource Managers within the work organisations. For a good reason taken by the non-specialists, the recruitment part of decisions are taken by the line-managers. The effective and positive organisational outcomes and the employees performance is ensured by this process inside the organisation. As a routine part of organisational life, recruitment has the capability to manage and lead the management people where it regards its workforce as a strong source in gaining competitive advantage. There is however an increased interest in utilizing the methods of selection of employees with an evidence which are reliable, valid and fair. Dessler has listed the following essence; that is building the applicant pool for the particular job, filling application forms, to identify suitable candidates and use the right technique and then pass on the suitable candidate to go through the organisation's selection interview.
- **Streams, Robert G, Walsh, Michael (2002):** Having discovered in their exploration that choosing correct applicants are the unsurprising respondents which really impact on enrolment with preparing and opening the doors for the respondents to get work experience to that of choosing a contender in the prior as for full time it is must for a enrolment to source for best capability for the organisation and pull best of people to accomplish management targets.
- **Bratton and Gold (2003):** stated that "the knowledge, abilities and skills needed by the organisation might be get through the process of recruitment in some situation.

- **Jovanic (2004):** Jovanic said that so as to select the best people is it necessary to attract a pool of high quality applicants. This reason made the top good performers or companies to wave energy in creating high quality selection systems and promoted the considerable resources. Because of the fact that the companies in modern world is highly influenced by the information technology to be more competitive, it is obvious that the companies try to re-organise traditional recruitment and selection methods or techniques where it enhances the effectiveness and efficiency of the processes which puts an image on the quality of the recruitment and selection decision to be improved.
- **Raymond J. Stone, (2005):** In the fifth edition of his book Human Resource Management defines recruitment as the method of ‘attracting and seeking a proficient pool of candidates within which the qualified candidates for the job vacancies are often at intervals in an organisation’
- **Raybould and Sheedy, (2005):** Their premise has suggested that the following an efficient and effective strategies in recruiting the candidates or employees enables the organisations to avoid the unnecessary costs such as poor performance among the employees, high staff turnover and the dissatisfied customers.
- **Costello (2006):** According to him, so as to get benefitted to both the people and organisation it is the recruitment processes where it works on receiving a suitable candidate and suitable talents who will to offer their services to an organisation at the right time at the right place. In other words, a good number of aspiring employees is been provided by the recruitment process of any organisation from which the judicious selection can be made to fulfil the requirements of job.
- **Polychart, (2006):** Has argued rightly that due to emergence of effectiveness, the failure and success of organisations is highly dependent on staffing but unfortunately the management of the organisation and the researches have not been able to identify and understand its worth of getting to know as one of the Human Resource functions.

- **Boxall, Purcell and Wright, (2007):** highlight 5 totally different queries that an organisation needs to answer to possess a good recruitment strategy so as to pursue its survival and success. Those queries are “Whom to recruit?”, “Where to recruit?”, “What to recruit?” and “What message to communicate?”
- **Mohamed Branine, (2008,p. 497),:** Graduate recruitment is one in all the leading and toughest challenges facing the bulk of potential employers.
- **Parry & Wilson, (2009):** expressed that “recruitment includes those activities and practices applied by the organisation with the first purpose of attracting and distinguishing potential employees”.
- **Ms. Ambica Verma, (2009):** In her research survey, she has stated on the use of recent technologies in recruiting and screening process of candidates conducted in a dimension group where it is found that organisations implemented the technology based recruitment tools to improve the effectiveness, reduce the costs, increase efficiency and make an expansion of the applicants pool.
- **Sudhamsett, Naveen N M Raju (2014):** The determination practices and the effective enlistment are said to be the segmented principles of any association as investigated in this review. In any association, the hierarchial results are getting enhanced dependently on a proficient enrolment. An investigation on this particular review gets an image to show how the hierarchial efficiency gets rehearsed and influenced by the enlistment. To make a long progress, it is absolutely necessary for an organisation to finish up the viable and sound enrolment arrangement.

CHAPTER-3

RESEARCH DESIGN

3.1 Statement of the problem:

- Human Resource is a most productive resource of any organisation. A ignorance and recruiting of non-retainable and a prospective candidate could lead the company to face losses in both direct means which is called to be waste of money or extra cost for recruiting and indirect loss as there would a vacancy for particular related job.
- The study is concerned with how the recruitment of the right candidate at Arvind Limited leads to the company's effectiveness.

3.2 Need for the study:

- To determine how the recruitment would affect the company's outcome.
- To determine the effectiveness and general practices of recruitment policy at Arvind Limited.
- To have a knowhow about how the HR people plan well in advance to recruit the employees.
- To have in depth knowledge about creating a talent pool of applicants.
- To find out exactly what type of candidate is required to fill the particular vacancy.

3.3 Objectives:

- To gain knowledge about the recent recruiting trends followed up by the company.
- To identify the right measures in recruiting the prospective and right candidate.
- To find the opinions about present recruitment process of both employers and employees.
- To find how effective is the present recruitment policy helping the company to recruit right candidates.
- To study the awareness of advancement and improvement in terms of present recruitment policy.
- To find out techniques followed in attracting the candidates in applying for job.

3.4 Scope of the study:

- The study targets to find the impact of recruitment in recruiting effective employees.
- It gives a clear idea as of how to follow up a particular recruitment policy.
- It implies to create a good multi-talented workforce.
- The study relies more on conducting a research which visions the respective outcomes of the company of certain employees.
- The study says how the new techniques are used to make better utilization of Human Resource at the company.

3.5 Research Methodology:

- **Type of research:** Descriptive research.
The study is based on conducting Descriptive Research. An analytical study is made on Effectiveness of Recruitment Process at Arvind Limited, Bangalore.
- **Research Instrument:** Structured Questionnaire
- **Collection of data:**
 - **Primary data:** Structured Questionnaire is been used as a primary data where the employees at Arvind Limited was randomly selected to gather the information.
 - **Secondary data:** Company documents, company website and the magazines are used as secondary data.
- **Sampling Method:** Simple Random Sampling
- **Sample units:** 100
- **Statistical tools:** Correlation and Chi-square.

3.6 Hypothesis:

H₀: The Effective Recruitment process and cost are not linked

H_a: The Effective Recruitment Process and cost are linked.

3.7 Limitations of the study:

- Due to the busy schedule and daily task, some employees were not able to give their valuable attention towards gathering information or filling up of questionnaire.
- The study was limited only for a shorter period.
- The study is strictly been restricted to Arvind Limited as some of the sensitive recruitment part of questions could not be taken in the study.
- The data gathered and analysed has been done on an assumption that the data provided by the employees are true to their knowledge and genuine. There may be some false data too given by the respondents.
- The non-availability of senior staff led to restriction in the above study.
- Some employees were not co-operative enough to give data.

CHAPTER-4 ANALYSIS AND INTERPRETATION

INTRODUCTION:

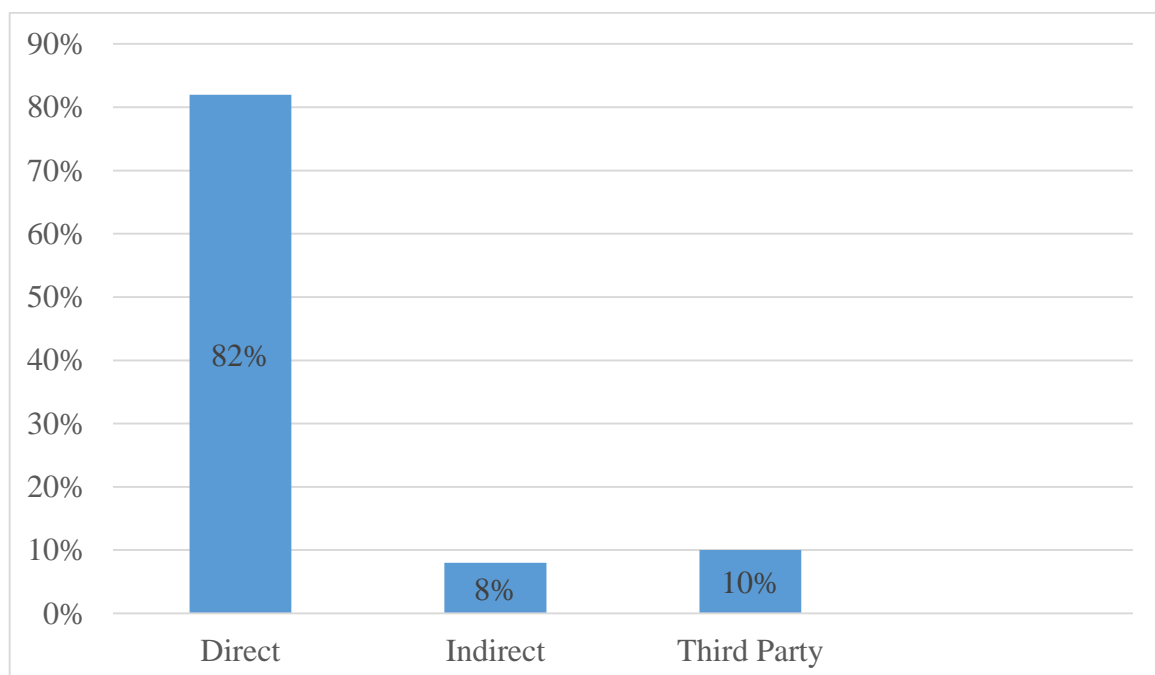
The data analysis and interpretation is based on the questionnaire taken as a research design in which the respondents are assumed to be given the genuine answers as per the research knowledge.

Table 1

Table shows employees recruitment:

Particulars	Respondents	Percentage
Direct	82	82%
Indirect	8	8%
Third Party	10	10%
Total	100	100%

Chart-1



Analysis and Interpretation:

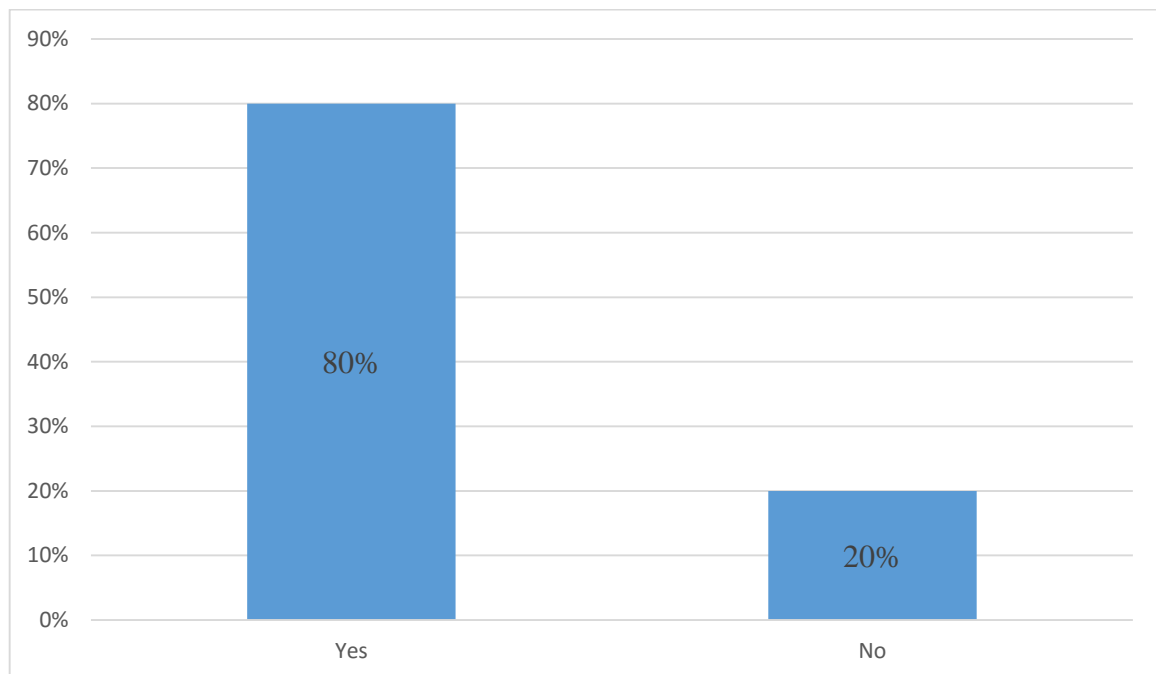
The above chart classifies about how the employees were recruited and through which method they were in. The company had recruited through all three methods but the highest recruited is through the Direct method which is accounted for 82%; and indirect method for 8% and third party for 10%.

Table-2

Table showing about the awareness of recruitment procedure followed at Arvind Limited:

Particulars	Respondents	Percentage
Yes	80	80%
No	20	20%
Total	100	100%

Chart-2



Analysis and Interpretation:

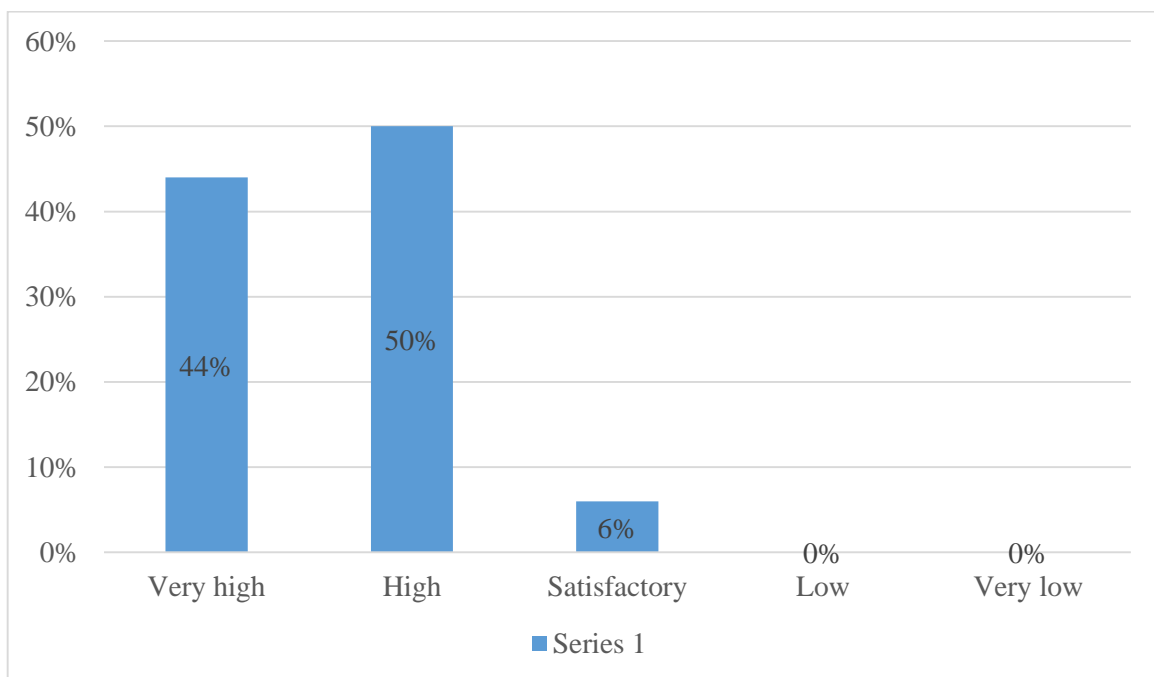
Every employee would definitely undergo number of process in recruitment. Since they have experienced the process in an appropriate way, the 80% of respondents at Arvind Limited said 'Yes' that they are well aware about the recruitment procedure that is followed in the company whereas 20% have said 'No' to the awareness of the recruitment procedure followed in the company. Majority of people know the present process too and have kept themselves updated about the process.

Table-3

Table showing Effectiveness of recruitment process:

Particulars	Respondents	Percentage
Very high	44	44%
High	50	50%
Satisfactory	6	6%
Low	0	0%
Very low	0	0%
Total	100	100%

Chart-3



Analysis and Interpretation:

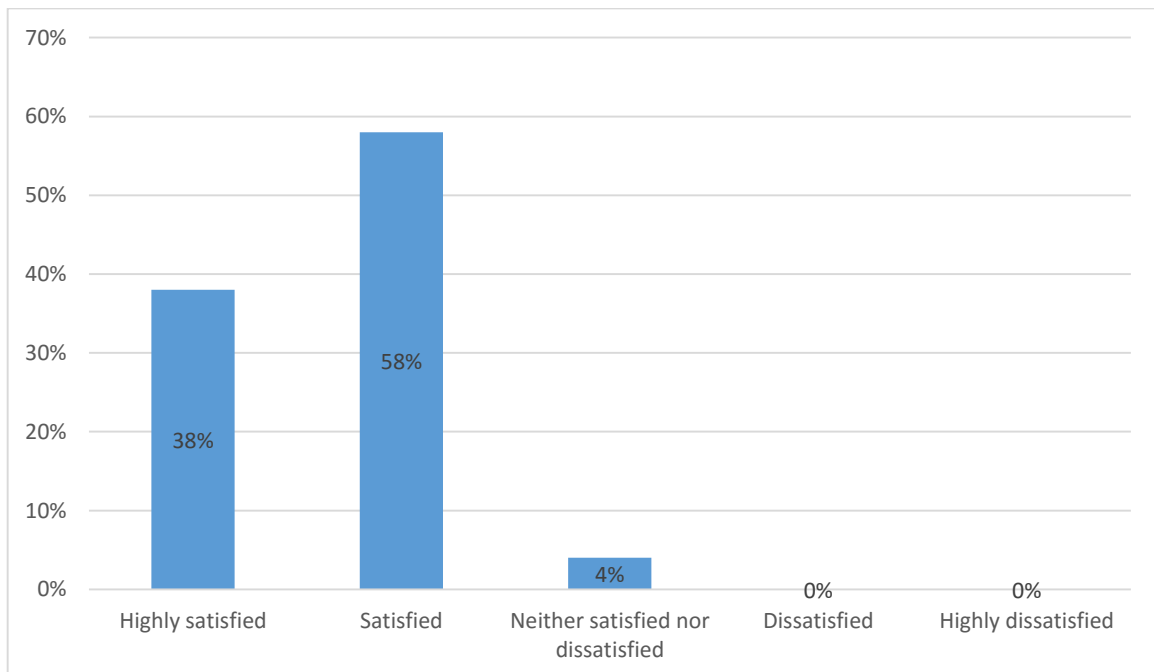
In the above analysis and in the above chart, it is pretty well stated that the respondents who are employees have a good thinking about the effectiveness of recruitment process and half of the respondents i.e; 50% have rated high and 44% out of which have given very high rating for the effectiveness of recruitment process and 6% have rated satisfactory. It drafts an image here where it shows the good response of the company towards its recruitment process which has a good pictorial scenario in the minds of the employees.

Table-4

Table shows the satisfaction level with the current Recruitment policy followed by Arvind Limited:

Particulars	Respondents	Percentage
Highly satisfied	38	38%
Satisfied	58	58%
Neither satisfied nor dissatisfied	4	4%
Dissatisfied	0	0%
Highly dissatisfied	0	0%
Total	100	100%

Chart-4



Analysis and Interpretation:

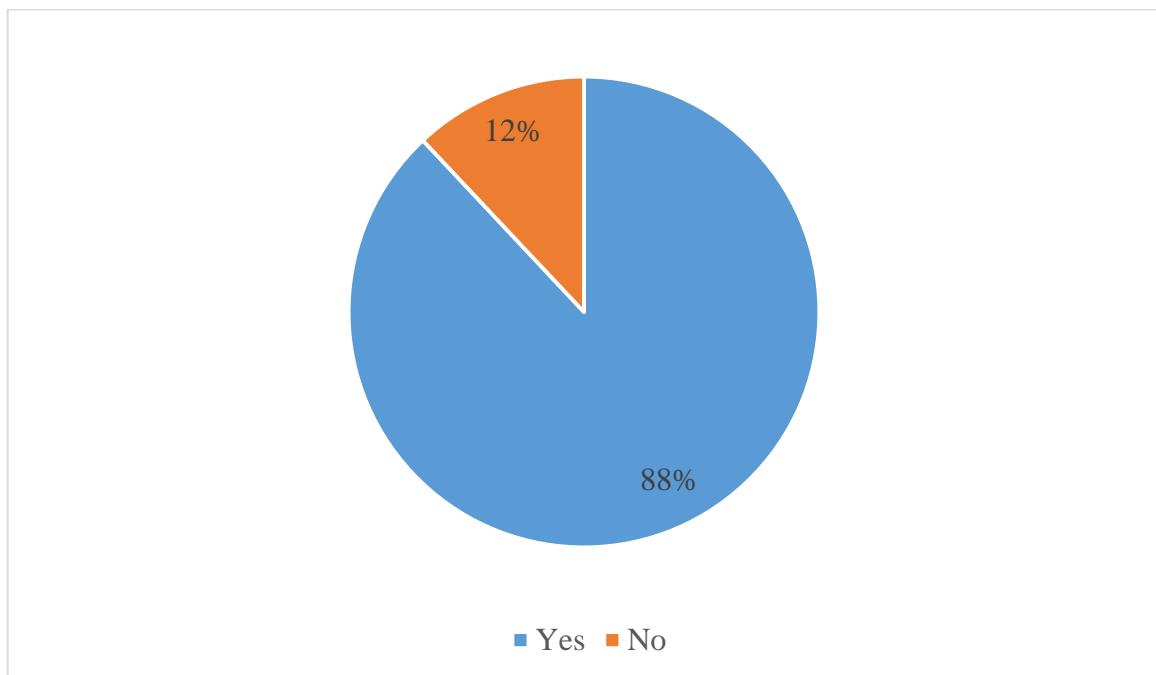
Majority of people i.e, 58% are satisfied with the current recruitment policy at Arvind Limited, whereas 38% of respondents are highly satisfied and 4% of respondents are neither satisfied nor dissatisfied. The concentration on dissatisfaction level is nil in the above analysis. It is in the hands of HR people who will have to make it effective from which the employees would build a wonderful picture about the company's recruitment policy even by the word of mouth. In the above analysis drafted, no one has been dissatisfied with the present recruitment policy which enables one to get to know that policy best matches the requirement.

Table-5

Table shows the company asking to recommend any of the candidate:

Particulars	Respondents	Percentage
Yes	88	88%
No	12	12%
Total	100	100%

Chart-5



Analysis and Interpretation:

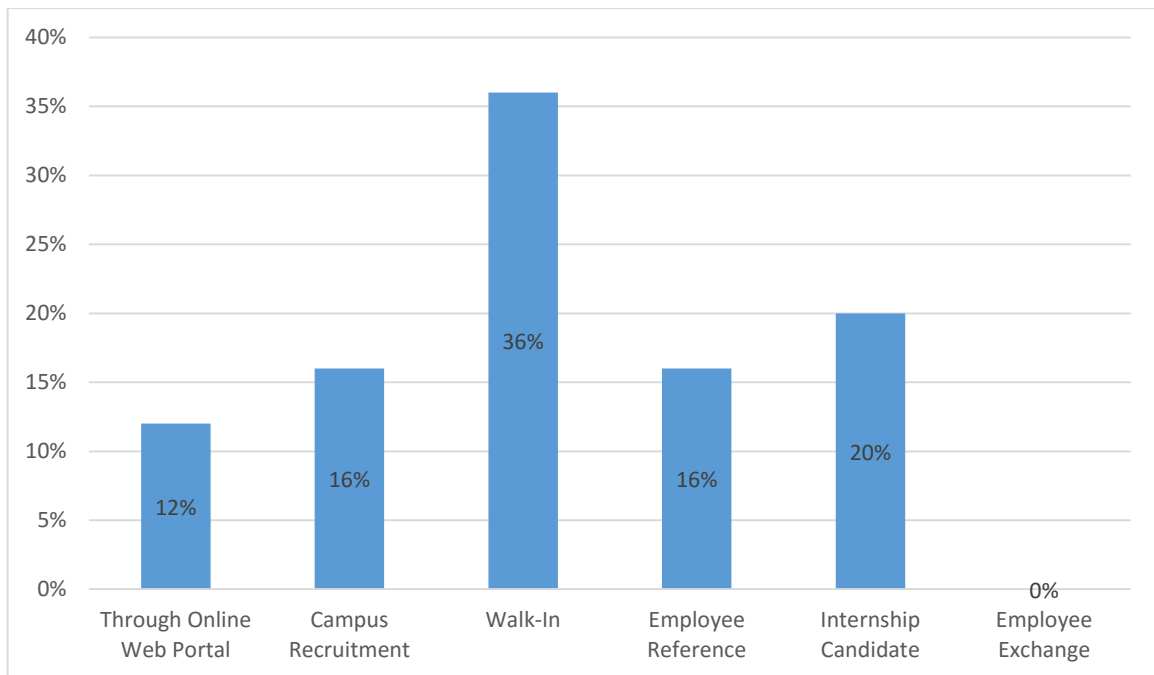
It is a recent trend where the company asks to recommend best of candidates to the company. As per the data generated, it is most likely with Arvind Limited too that the company asks to recommend the best people to the management. 88% of respondents have said that the company asks them to do so and 12% of the respondents say 'No' to that the company do not ask them to do so.

Table-6

Table showing recruitment of employee:

Particulars	Respondents	Percentage
Through Online Web Portal	12	12%
Campus Recruitment	16	16%
Walk-In	36	36%
Employee Reference	16	16%
Internship Candidate	20	20%
Employee Exchange	0	0%
Total	100	100%

Chart-6



Analysis and Interpretation:

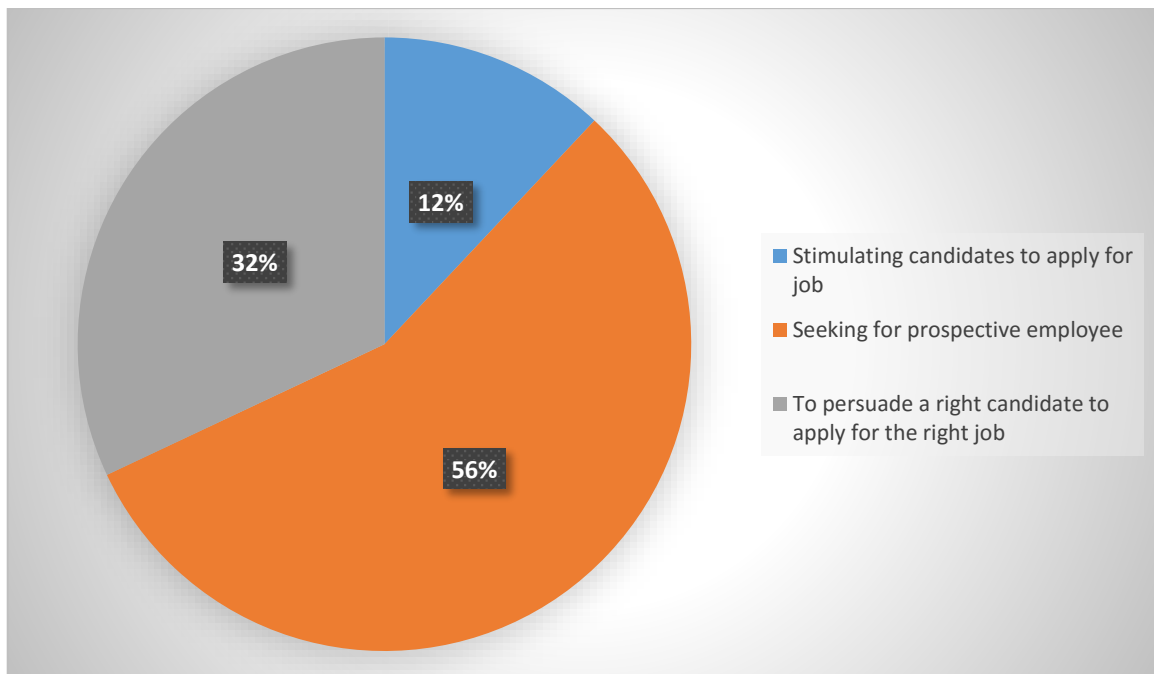
In the above context, it can be said that all the recruitment ways are adopted equally in which there is a slight variation in the data acquired from the respondents. Some have been recruited through Walk-in where it accounts the 36% of respondents who are recruited, while there is an equal proportion of 16% with Campus recruitment and 16% with employee reference. Internship candidate who were recruited in the company lasts to 20% out of total respondents and 12% through online web portal. The company has given equal priority recruit internship candidates as their main source as they can make use of them every now and then since they know every work procedure that is followed in the company likewise, the company foresees on campus recruitment just to infuse fresh and young blood to the organisation.

Table-7

Table shows the opinions for effective recruitment:

Particulars	Respondents	Percentage
Stimulating candidates to apply for job	12	12%
Seeking for prospective employee	56	56%
To persuade a right candidate to apply for the right job	32	32%
Total	100	100%

Chart-7



Analysis and Interpretation:

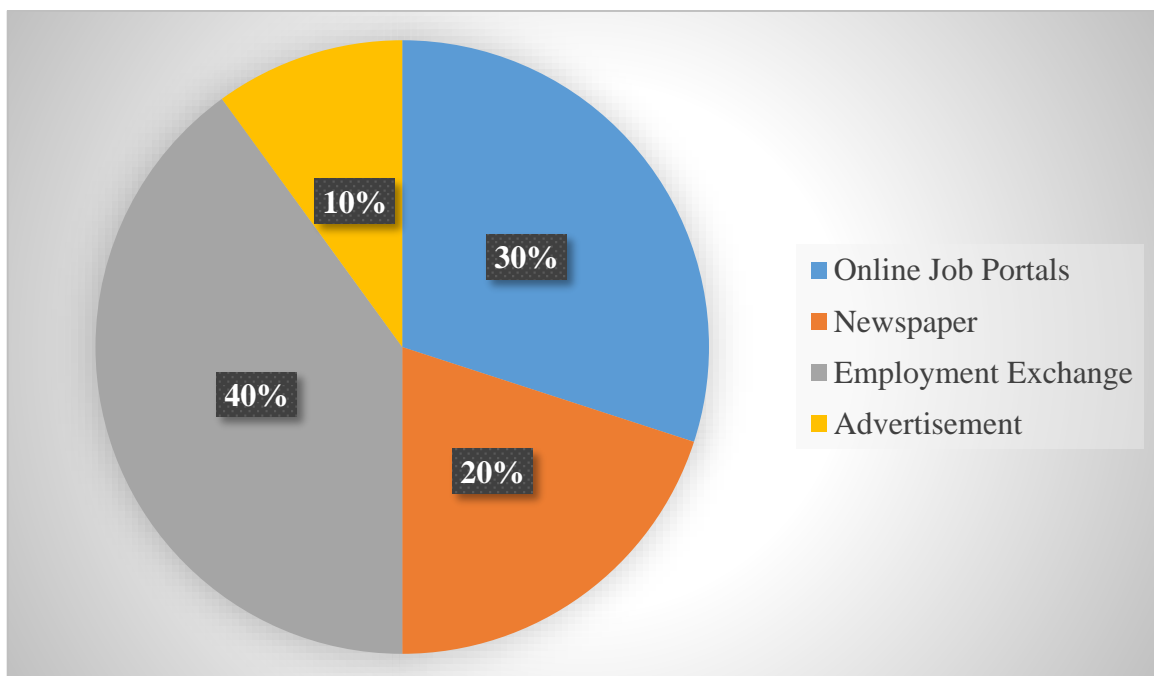
Each and every single employee has different opinions about the effectiveness of recruitment process in their organisation. The seeking for prospective employee is rated 56% by the respondents is the general statement made by all the employees there are few who have a different perspective in the flow. To persuade the right candidate to apply for the right job is rated with 32% whereas Stimulating candidates to apply for job is rated only with 12% which is also correct based on some of the employees' assumption. The opinion is however proved to be true as it's the genuine answer as per the mind set and perspective of few people in the organisation.

Table-8

Table shows the rate of high priority given to the source of external recruitment:

Particulars	Respondents	Percentage
Online Job Portals	30	30%
Newspaper	20	20%
Employment Exchange	40	40%
Advertisement	10	10%
Total	100	100%

Chart-8



Analysis and Interpretation:

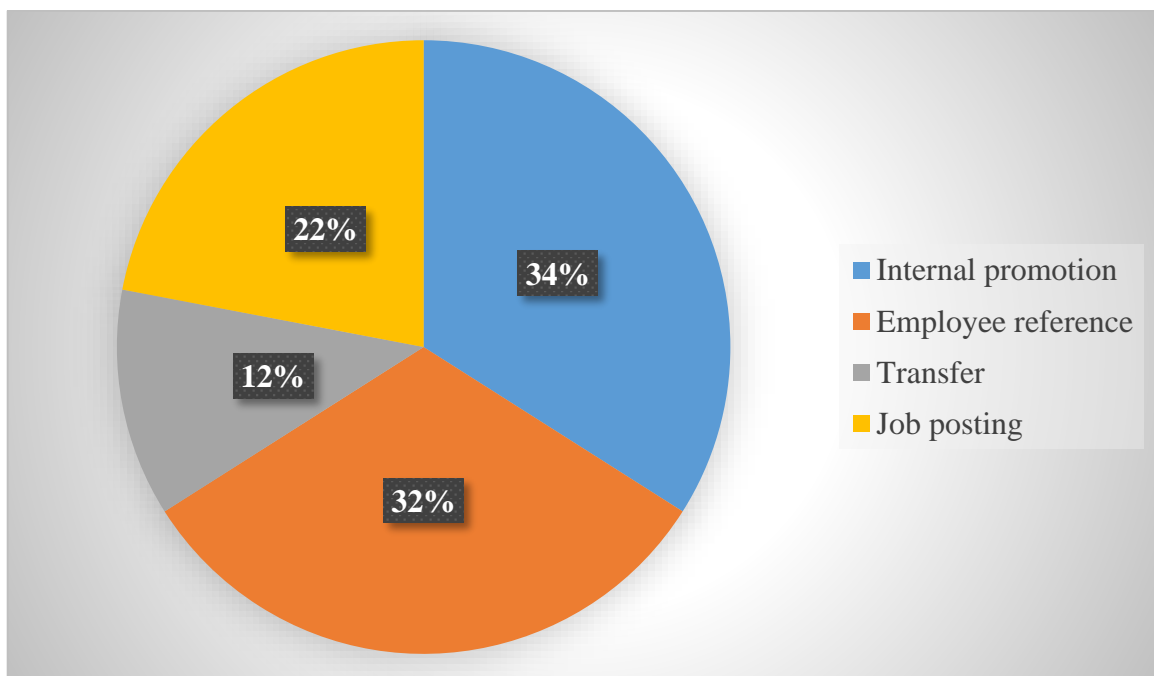
In the above data collected, the respondents mark total of 40% for Employment Exchange though in this modern world, Online Job Portals rated 30% and Advertisement rated 10% play a vital and viable role in the present organisation systems. Employment Exchange has been given high priority as the company Arvind Limited is associated with so many public authorities and government as it is a lead in the textile industry. Newspaper rated with 20% is also used by the company in promoting job opportunities to the employment seekers.

Table-9

Table showing the rate of high priority given to the source of internal recruitment:

Particulars	Respondents	Percentage
Internal promotion	34	34%
Employee reference	32	32%
Transfer	12	12%
Job posting	22	22%
Total	100	100%

Chart-9



Analysis and Interpretation:

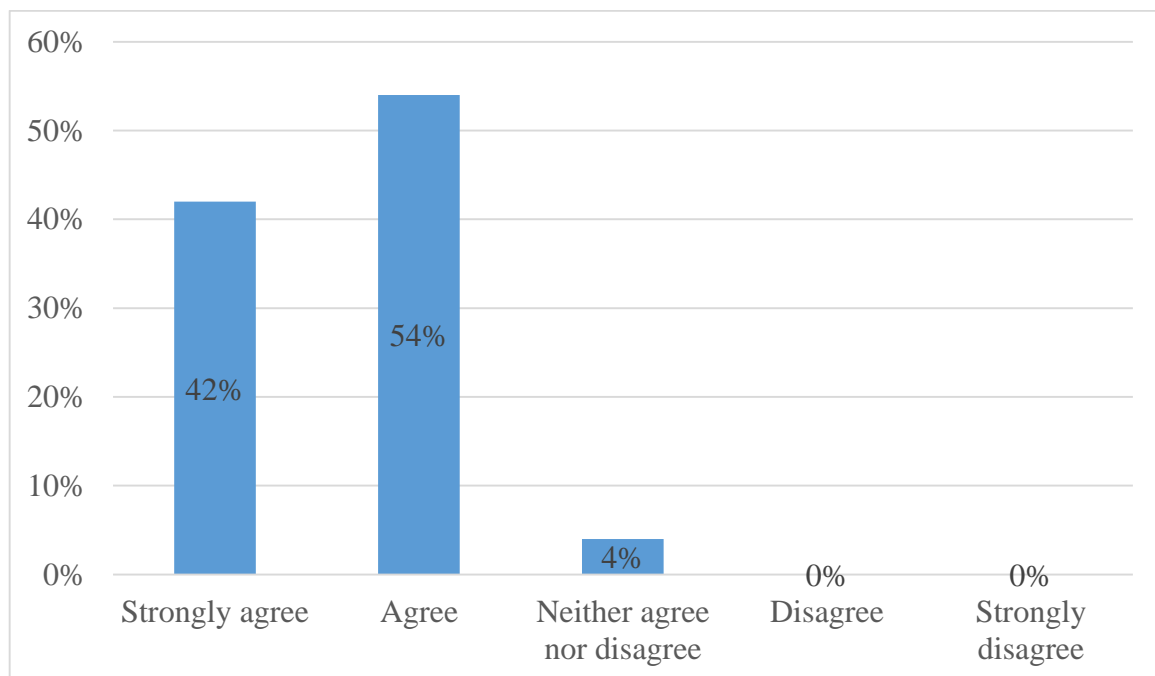
As Arvind Limited is one of the standardized company in the textile industry, it requires people who have a good knowledge and textile experts who can well manage the flow in the company. So there is often an internal promotion in which respondents have rated 34% out of total who can be an existing employee and 32% of respondents said that employee reference is valid where strong experienced person referred by an existing people inside the company and only 12% of them rated transfer. 32% of Job posting happens only when a premium project is to be upheld and that would be done so in case of a person who is manageable and success-oriented in his moves.

Table-10

The below table shows about the man power planning and the recruitment process carried on as per the planning:

Particulars	Respondents	Percentage
Strongly agree	42	42%
Agree	54	54%
Neither agree nor disagree	4	4%
Disagree	0	0%
Strongly disagree	0	0%
Total	100	100%

Chart-10



Analysis and Interpretation:

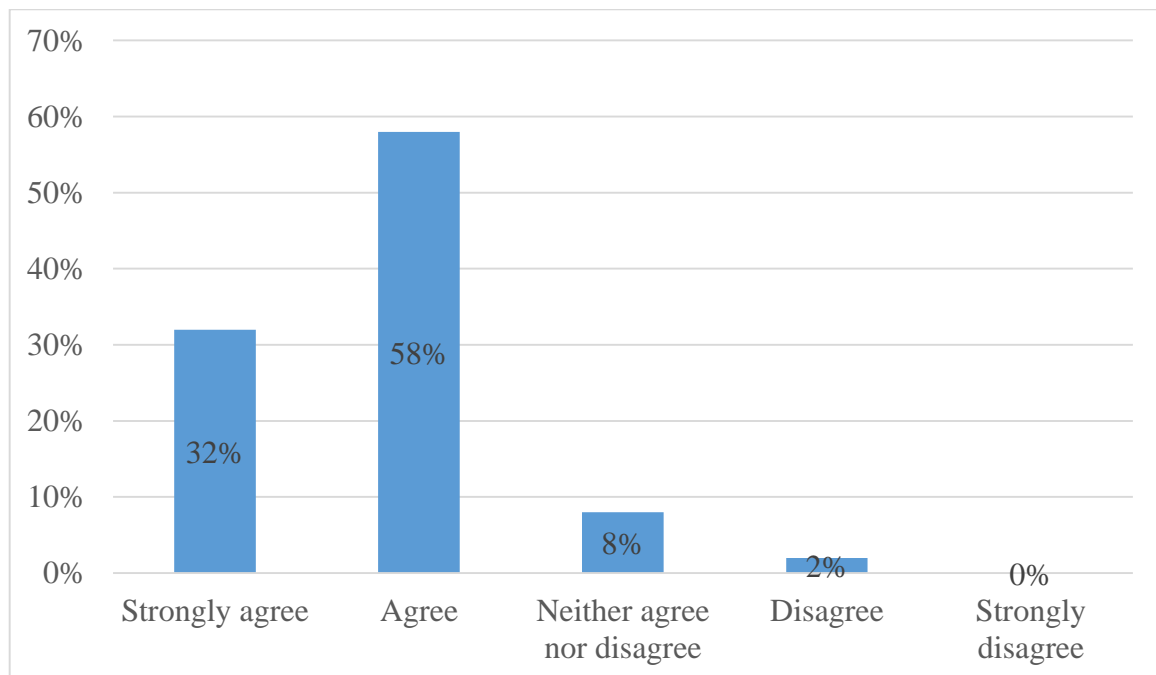
There is a man power planning that is done well in advance in any organisation accordingly planning takes place in order to reach its maximum effectiveness. No respondent has disagreed on this part and everyone agrees to a maximum level as they all know without this, the company is not able to create a talented work force and maintain work effectiveness and efficiency. 42% of respondents strongly agree whereas 54% of total agree and 4% neither agree nor disagree for the man power planning that is undertaken well in advance.

Table-11

Table showing that the company stimulating right candidates for right job:

Particulars	Respondents	Percentage
Strongly agree	32	32%
Agree	58	58%
Neither agree nor disagree	8	8%
Disagree	2	2%
Strongly disagree	0	0%
Total	100	100%

Chart-11



Analysis and Interpretation:

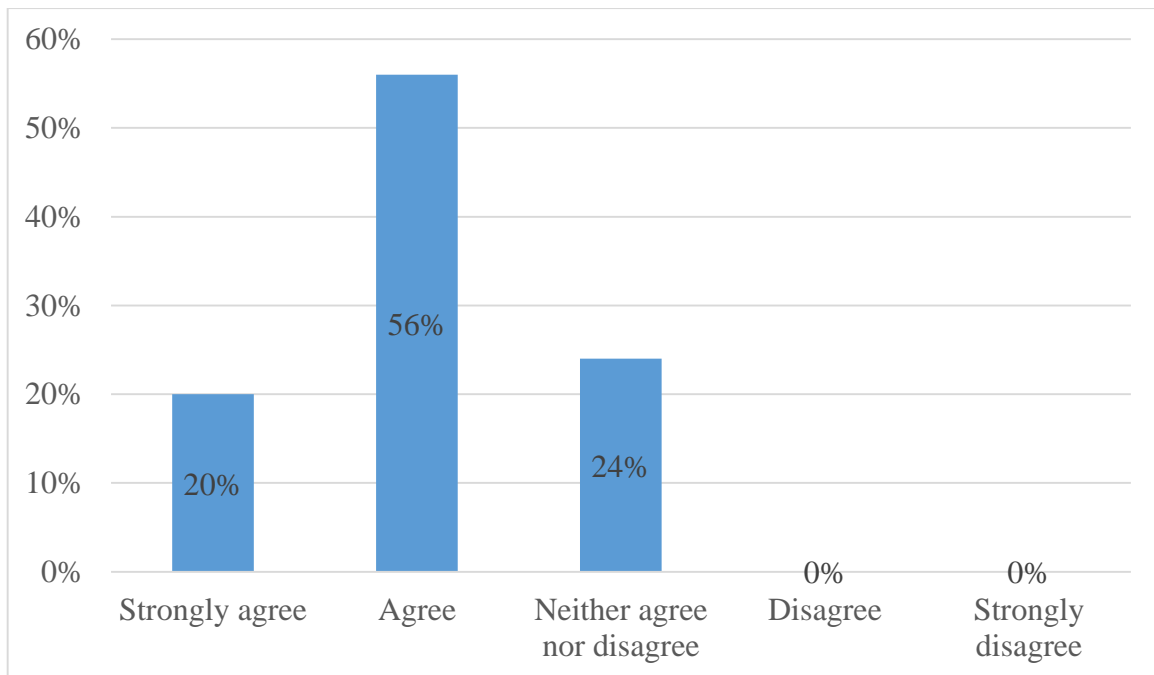
Seeking for a right candidate is necessary for the company just as to fit in the job profile. The employees in the company agree to 58% of total and strongly agrees to 32% of total stating that the company stimulated right persons for a right job in the company. Respondents rated 8% where they neither agree nor disagree and only 2% of total respondents disagree to the above context.

Table-12

Table showing about the existing recruitment policy linked to the company's productivity:

Particulars	Respondents	Percentage
Strongly agree	20	20%
Agree	56	56%
Neither agree nor disagree	24	24%
Disagree	0	0%
Strongly disagree	0	0%
Total	100	100%

Chart-12



Analysis and Interpretation:

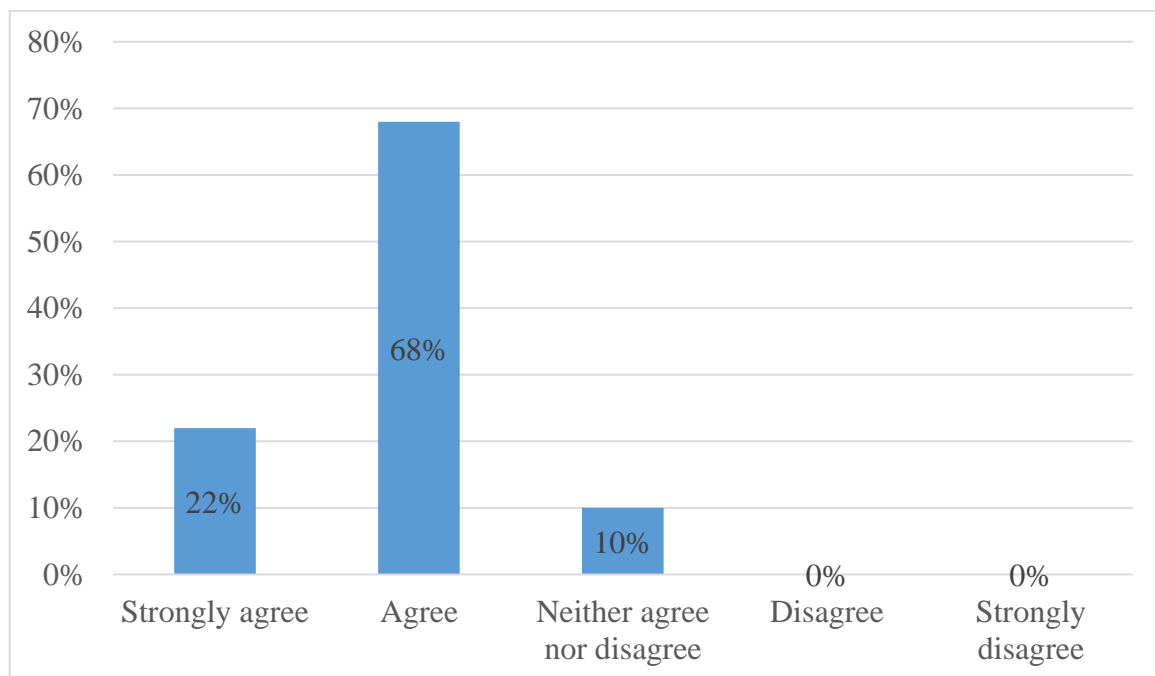
It is in general that any organisation would strive to get best people for the organisation through effective recruitment as it is directly associated with the productivity function. As far as concerned by the employees opinions they totally agree i.e, 56% agree to the fullest of the potential whereas 20% of them strongly agree where they think the existing policy is linked to increase the productivity. Still 24% out of total respondents neither agree nor disagree as they might be in a wrong perception or in a confusion regarding the existing recruitment policies and may also can have a good suggestion for the improvement but as the HR personnel authority has a higher guideline they may not propose to it them.

Table-13

Table shows the extent of respondent's agreeableness towards the manpower recruitment that is been helped by appropriate job analysis and job evaluation:

Particulars	Respondents	Percentage
Strongly agree	22	22%
Agree	68	68%
Neither agree nor disagree	10	10%
Disagree	0	0%
Strongly disagree	0	0%
Total	100	100%

Chart-13



Analysis and Interpretation:

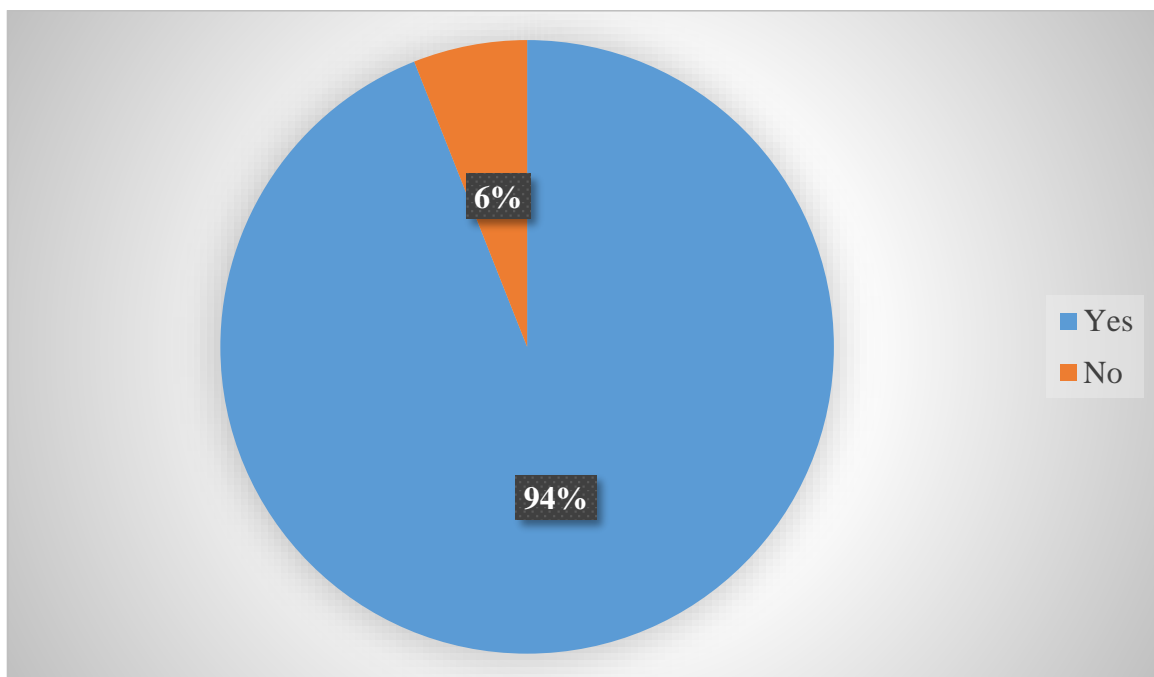
It is in a clear format that the job analysis and job evaluation would help one to recruit a great number of manpower as it gives exact information about the job profile and the responsibilities that the person has to do as and when he gets started to be stimulated to apply for job opportunity. It tells lot about the job requirements and also it is means of self-assessment for a job seeker to identify whether is capable to apply or not in a positive formation. In the above data obtained the rate of agreeableness is high compared to other parameters. 10% of total respondents neither agree nor disagree to the same. In the above chart, 22% of them strongly agree, 68% of them agree whereas 10% of total respondents neither agree nor disagree on the point that the manpower recruitment is been helped by job analysis and job evaluation.

Table-14

Table showing recruitment done for the available vacancies for every year:

Particulars	Respondents	Percentage
Yes	94	94%
No	6	6%
Total	100	100%

Chart-14



Analysis and Interpretation:

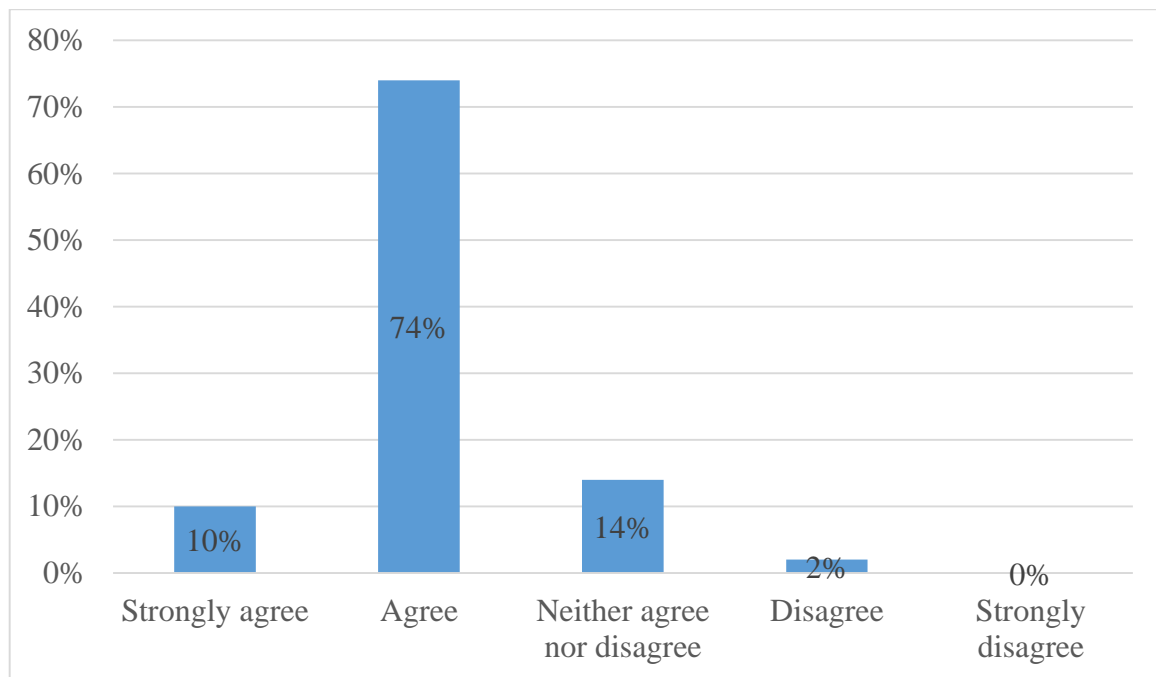
94% of the respondents have stated that the recruitment is done for every year for available vacancies and 6% of them said 'No' to it. Company do create an opening in a limited numbers just to infuse some committed souls who can enhance the work efficiency which brings the company effectiveness through the effective recruitment done for every year.

Table-15

Table showing the Recruitment process followed by Arvind Limited is practical to the production requirements:

Particulars	Respondents	Percentage
Strongly agree	10	10%
Agree	74	74%
Neither agree nor disagree	14	14%
Disagree	2	2%
Strongly disagree	0	0%
Total	100	100%

Chart-15



Analysis and Interpretation:

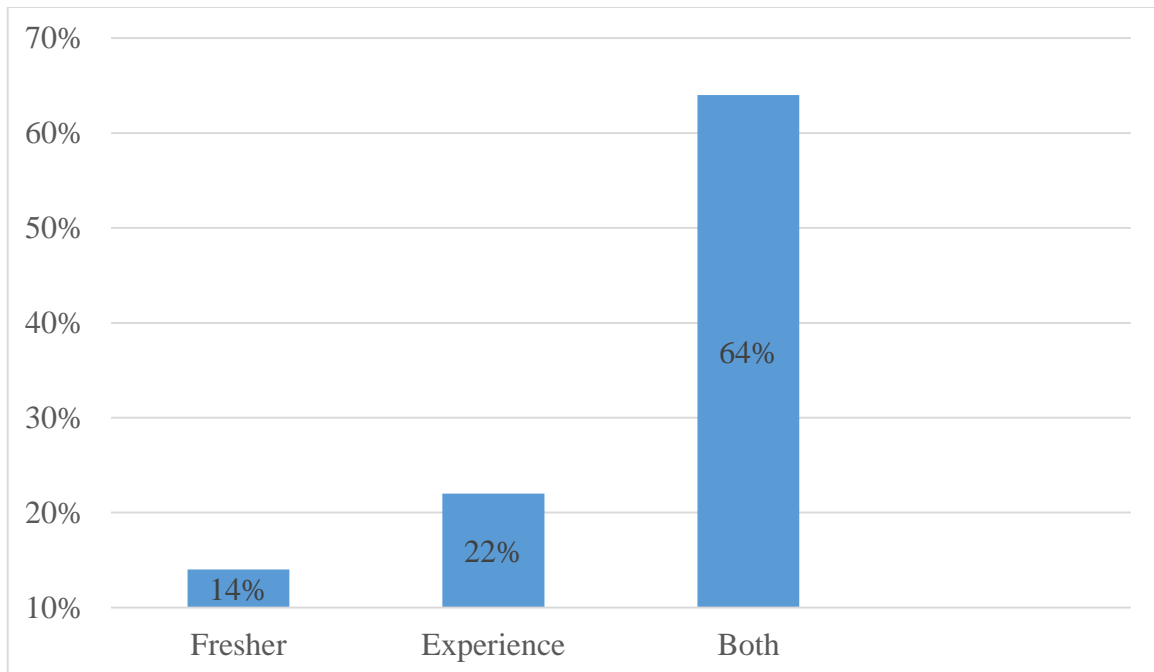
Why would not any company make a good sort of recruitment if it leads to practical performance to the production enhancement and requirements. 74% of the respondents agree that the recruitment process followed by Arvind limited is pretty much practical to its production requirements whereas 10% strongly agree and 14% of them neither agree nor disagree and also 2% of total respondents have disagreed on the context.

Table-16

The table showing the type of candidates, the company is looking for:

Particulars	Respondents	Percentage
Fresher	14	14%
Experience	22	22%
Both	64	64%
Total	100	100%

Chart-16



Analysis and Interpretation:

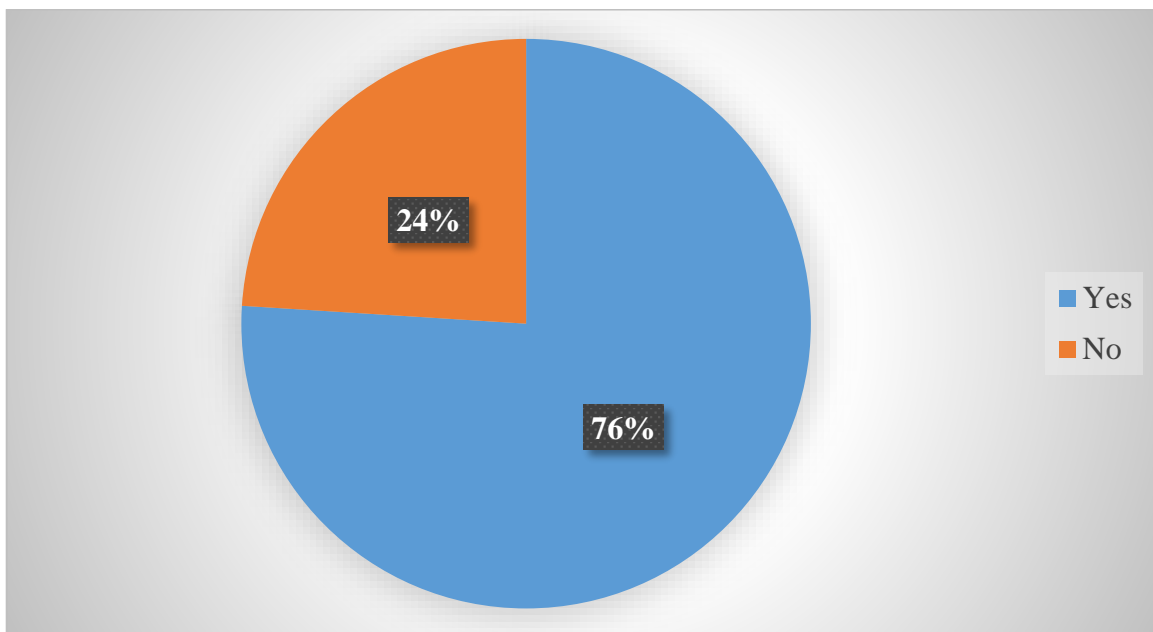
As per the respondents, the company Arvind Limited makes a good amount of combination i.e, 64% of both the fresher and experienced candidates as it motivates itself into success drive providing a mixed workforce bringing into reality in achieving company's goals. The company looks more for experienced candidates stated 22% when compared to fresher people stated 14%. The company looks for experienced people since it seeks people with better updated knowledge about textile industry as well as fresher and younger candidates to enhance the present position to get the company boosted by their innovative thinking capacity.

Table-17

Table shows about HR providing an adequate pool of applicants for the purpose of recruitment:

Particulars	Respondents	Percentage
Yes	76	76%
No	24	24%
Total	100	100%

Chart-17



Analysis and Interpretation:

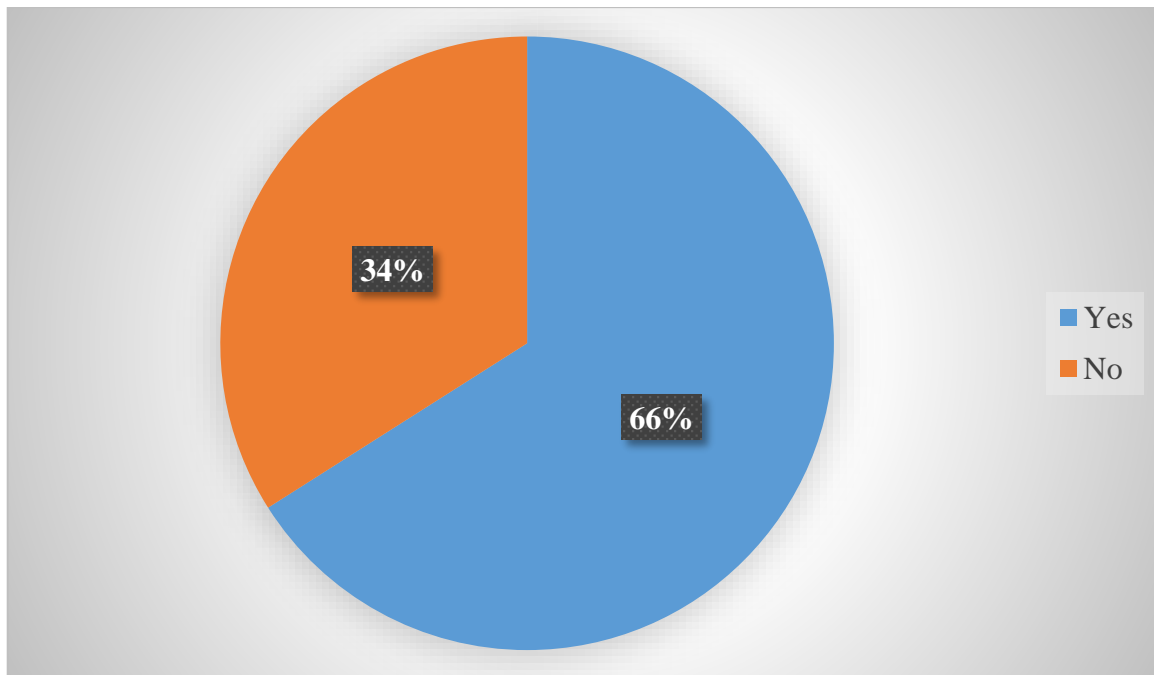
It is in interest of HR of the organisation where they put and pull in large number of effective applicants to fit in a job vacancy in their organisation. The 76% of respondents have said 'Yes' in the above context that HR provides a good and adequate pool of applicants whereas 24% said 'No' to the same. Based on this rating, it is proved to be effective in which HR plays their main role in making the recruitment an effective affair in the organisation.

Table-18

The table below shows about the HRs maintaining the database of the external candidates for future reference even after the recruitment action in the company:

Particulars	Respondents	Percentage
Yes	66	66%
No	34	34%
Total	100	100%

Chart-18



Analysis and Interpretation:

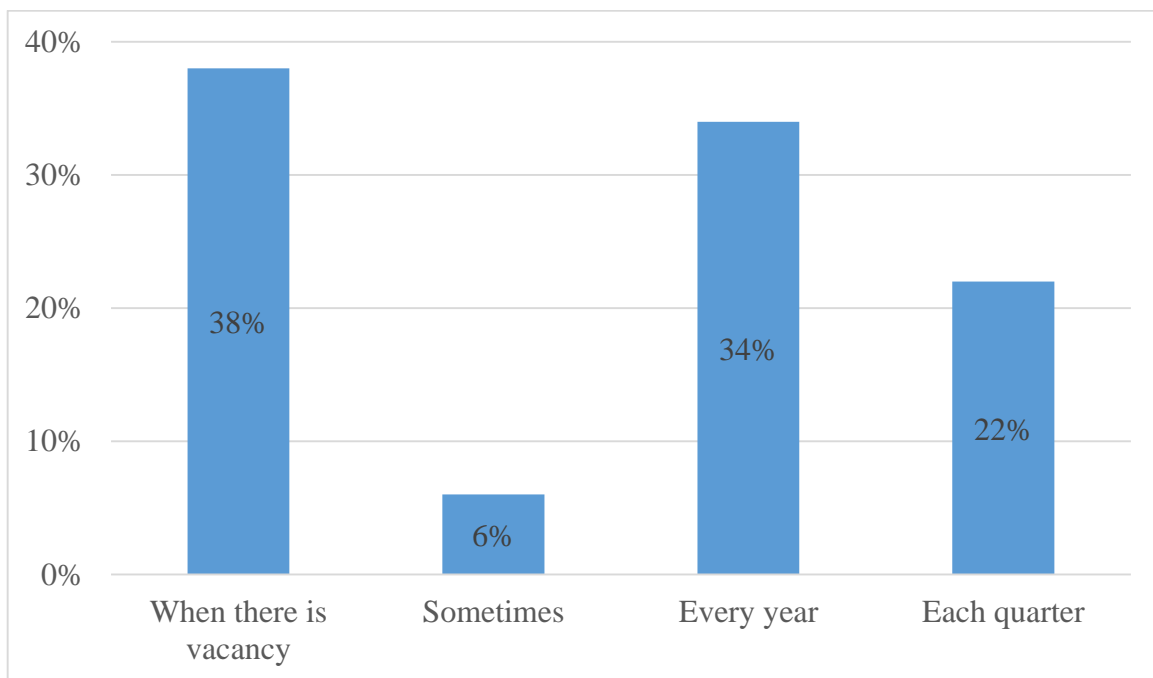
HR of Arvind Limited has a large data of job seekers maintained for the future reference. It can be an opportunity for some job seekers when there is an immediate opening or requirement or immediate joining in which HRs use the pre-accumulated data which is presumed for the reference. 66% of total respondents stated 'Yes' that the HRs do maintain a database for future reference and 34% of them said 'No' to the same.

Table-19

Table shows about the recruitment period carried out in Arvind Limited:

Particulars	Respondents	Percentage
When there is vacancy	38	38%
Sometimes	6	6%
Every year	34	34%
Each quarter	22	22%
Total	100	100%

Chart-19



Analysis and Interpretation:

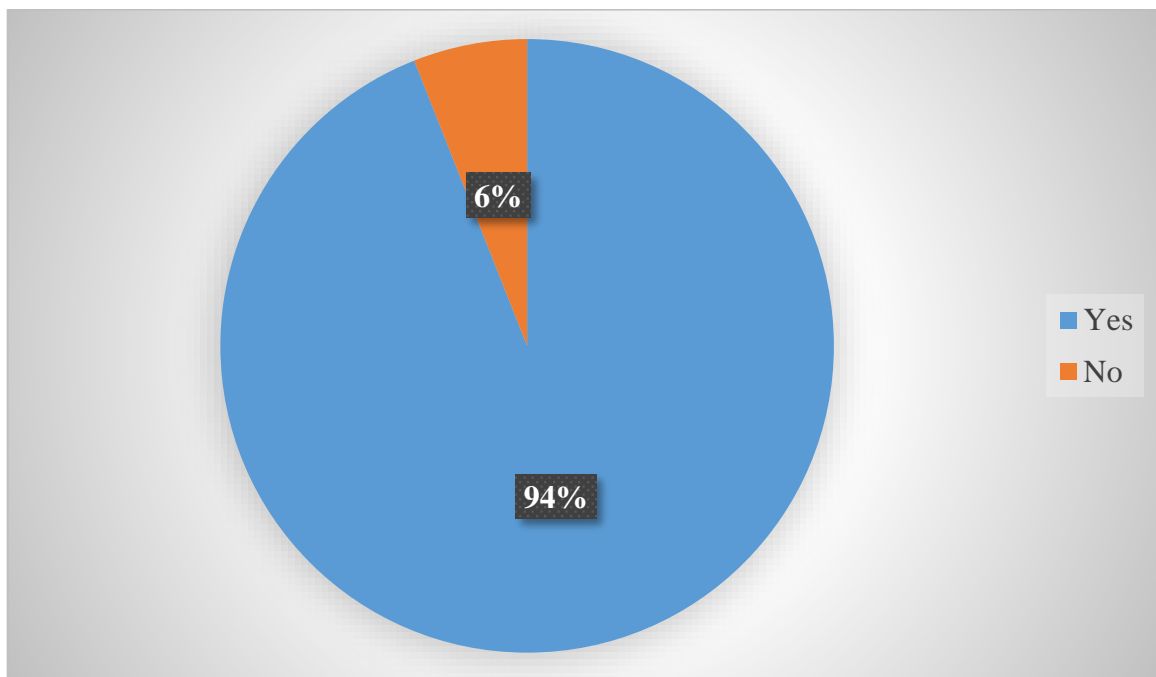
Recruitment itself is a huge subject where it involves frequent hiring and firing initiative. Company needs huge people to create a good talent workforce to achieve company vision. In the above data obtained, 38% of respondents say the company recruits 'when there is vacancy' in company, 6% said 'sometimes' whereas 34% say that 'every year' the recruitment is done in the company. And while some stated where rating is 22% of total respondents go with the recruitment is taken for 'each quarter'.

Table-20

The table below shows that the recruitment process adding on to higher cost:

Particulars	Respondents	Percentage
Yes	94	94%
No	6	6%
Total	100	100%

Chart-20



Analysis and Interpretation:

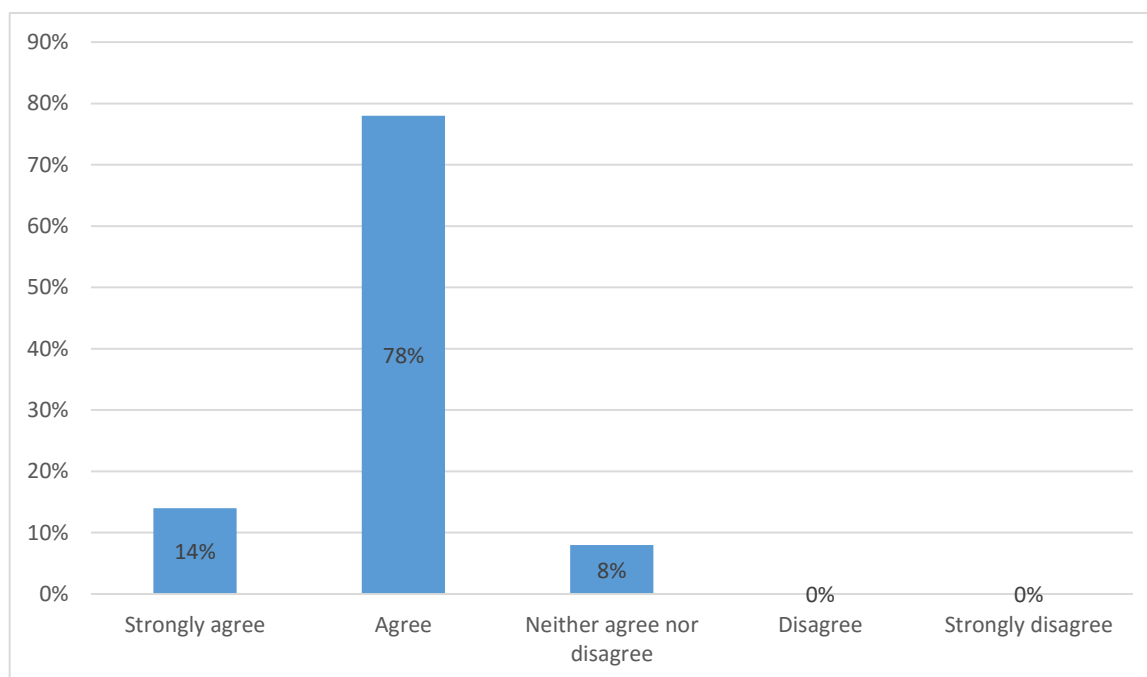
Majority of people i.e, 94% say 'Yes' to the involvement of higher cost which adds on to the recruitment process undertaken by the company and 6% of total respondents said 'No' to the same. The cost may be the induction program before one starts to facilitate the recruitment aid.

Table-21

Recruitment cost is according to the budget given by the recruitment team:

Particulars	Respondents	Percentage
Strongly agree	14	14%
Agree	78	78%
Neither agree nor disagree	8	8%
Disagree	0	0%
Strongly disagree	0	0%
Total	100	100%

Chart-21



Analysis and Interpretation:

In the above context 78% of the respondents have stated that the recruitment is done within the cost planned and provided as per the recruitment team. 14% agrees for the same whereas only 8% of total respondents have stated that they neither agree nor disagree for the same. The recruitment is said to be effective when it completes its recruitment according to the cost provided and fixed by the recruitment team.

Table-22

Table shows that Arvind Limited asking the candidates to get into the bonds with them:

Particulars	Respondents	Percentage
Yes	0	0%
No	100	100%
Total	100	100%

Chart-22



Analysis and Interpretation:

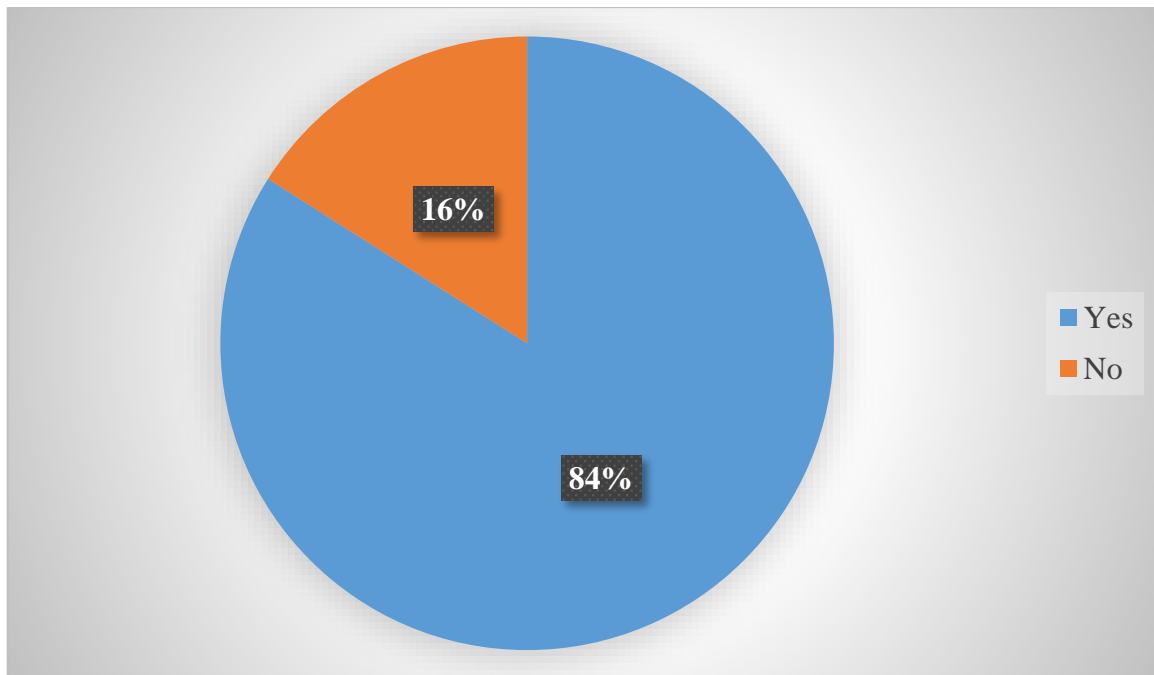
The Arvind Limited company have never asked any candidate to get into bonds till date as followed by the genuine reply of the total respondents.

Table-23

The table below shows about the induction given by the management during recruitment process was helpful to candidates or not:

Particulars	Respondents	Percentage
Yes	84	84%
No	16	16%
Total	100	100%

Chart-23



Analysis and Interpretation:

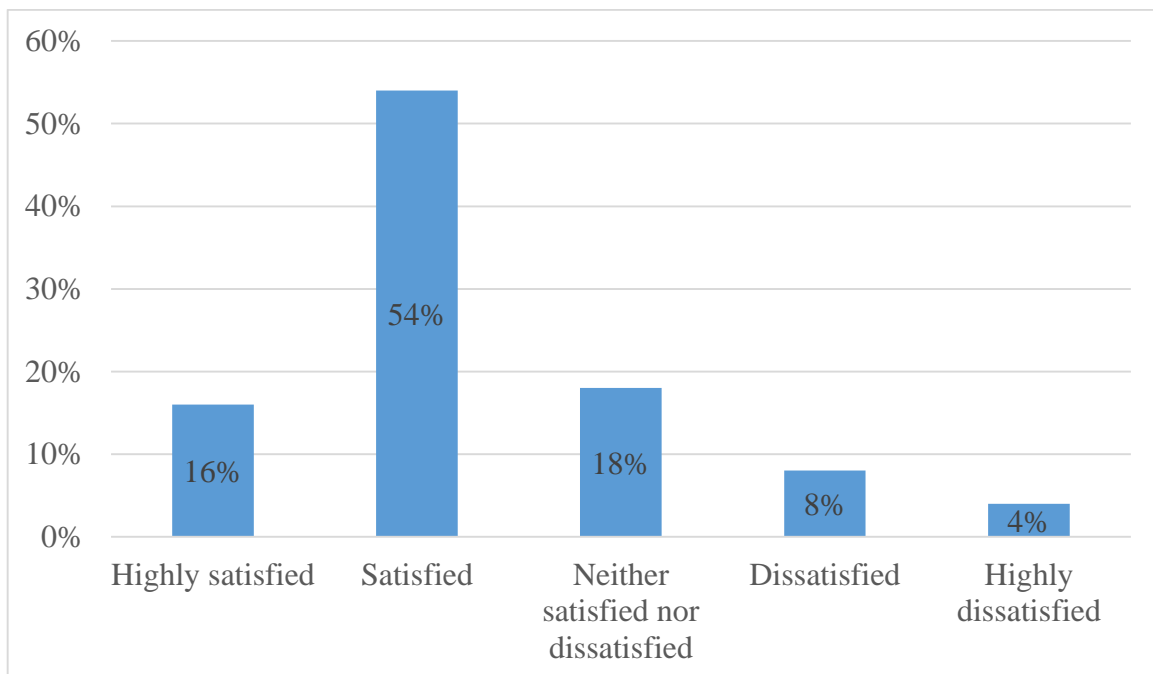
In the above data obtained, 84% of total respondents have said 'Yes' to the point of understanding the actual theme and getting helped from the induction given by management to them about recruitment process whereas 16% of respondents have given 'No' to the same. The induction gives a clear idea about the company and builds a valuable image before candidate starts to get into actual recruitment start-by.

Table-24

The table shows effective satisfied level of the candidate with the induction programme given during recruitment process:

Particulars	Respondents	Percentage
Highly satisfied	16	16%
Satisfied	54	54%
Neither satisfied nor dissatisfied	18	18%
Dissatisfied	8	8%
Highly dissatisfied	4	4%
Total	100	100%

Chart-24



Analysis and Interpretation:

It is important to build and get a value added brand image of the organisation to get settled and position in the minds of candidates as an esteemed company before one looks for recruitment. To get stimulated one (candidate) must understand the actual background of the company which would be only possible through proper induction. In case if the candidates are aware about the company, then only they can be stimulated or can be persuaded to apply for the job vacancy in the company. 16% of total respondents have rated 'highly satisfied'; 54% rated 'satisfied', 18% of respondents have 'neither satisfied nor dissatisfied' and 8% have dissatisfied whereas the 4% of total have been 'highly dissatisfied'.

Hypothesis:

H₀: The Effective Recruitment process and cost are not linked

H_a: The Effective Recruitment Process and cost are linked.

Chi-Square:

	3. Effective Recruitment Process	21.cost
Chi-Square	17.080 ^a	38.720 ^b
Df	2	1
Asymp. Sig.	.000	.000
Exact Sig.	.000	.000
Point Probability	.000	.000

Interpretation:

The cost should be considered as it is one of the factor leads to effective recruitment Process. The above table (Chi-Square) shows that the cost and effectiveness of recruitment are linked with significant level 0.00 which is less than 0.01. The alternative hypothesis can be accepted at 1% significant level.

CHAPTER-5

FINDINGS, CONCLUSION AND SUGGESTIONS

5.1 FINDINGS:

- The company is a second largest denim provider in the world where it has a numerous exploration in the system and in field of textile industry.
- In the recruitment part, the employees working in present designation say that there is more of a direct method used to recruit the candidates.
- The Human Resource Department of the company Arvind Limited have kept themselves updated at times leaving no scope to outdated system.
- Any candidate who has been screened to the recruitment part would have been processed based on the skills, qualification level, experience and at times the employee reference is also mandatory for some of the high designations.
- Many employees have their own perception towards company's recruitment, where some say the company seeks prospective employees, some say seeking for the right candidate for right job and some stated that stimulating to apply for the job. Whatever is the perception, it is assumed to be taken as true since everything matches with the recruitment meaning and perception is never wrong in an individual's view.
- The present recruitment process and policies are proved to be effective as the employees have rated that they agree with the same.
- Arvind Limited asks existing employees to recommend the best of class candidates to the available job vacancy.
- Walk-in are generally accepted but the Company even offers the internship candidates for the employment opportunity and campus recruitment is also done as to infuse fresh and energetic blood into the management cadre or staff.
- Employee reference and internal promotion are valid tools for the company as it looks for experienced candidates both inside and outside the company as they need people with good industrial knowledge and persons with good manageable skills and experience in the field of textile industry.
- The company has created a good number of talented workforce by planning the recruitment action well in advance seeking and stimulating a good pool of applicants every now and then to the company.

- The Arvind Limited strives to get best people for the organisation through effective recruitment as it is directly associated with the productivity function.
- Job analysis and job evaluation has helped to create an effective pool of applicants where the candidates are persuaded to the fullest of their potential.
- The company has openings for every year and recruitment is done as per the requirement.
- The company seeks for mixed workforce that is both fresher and experienced people just as to build a dynamic workforce.
- HRs of the company provide with adequate pool of applicants and also maintain a database of candidates for the future reference so as to use it when the need occurs.
- The company estimates on the costs prior of recruitment and it is noticed that it adds up a higher cost in conducting a recruitment.
- The company do not ask candidates to get into bonds.
- The Arvind Limited gives induction to the candidates before it starts the recruitment process and identifies the satisfaction level of candidates to attend the recruitment.

5.2 CONCLUSIONS:

- Recruitment at Arvind Limited is said to be effective as the employees have stated that they recruit right candidates to the job profile and link them with company's efficiency. They believe that it enhances the effectiveness of both the employees and the organisation and allows individuals to grow along with the company.
- In the dynamic environment, the company has strived to its best in providing a mixed combination of talented dynamic professionals who have lead Arvin Limited to reach its potential effectively.
- The recruitment is complex at times as it may sometimes get the wrong candidates stimulated which is unnecessary contact and also unnecessary expenses would be involved indirectly with the recruitment process.
- The data obtained so far is only on the assumption that the employees who have given it has narrated it with a genuine stuff and anything wrong would be beyond the employees limit of providing genuine stuff as per acknowledgment.
- To create a workforce, Recruitment is the first step in any company to fill in the vacancy present in the company.
- As the Arvind Limited company come under textile industry, where it is more often that they need to manage a set of good experienced employees who know well about fashion technology and about textile and its knowledge accordingly.
- Combination of both experienced and freshers are recruited simultaneously to have a dynamic work flow in the company. When fresher's innovativeness meet with the experience cadre, it is most likely to develop a new concept in the emerging and technological world.
- People with good command over the language and people with skills on the field is recruited at times by the Arvind Limited.
- Employee reference is given first preference and the internship candidates are given opportunity to get employment as they are familiar with the work flow as an intern and also would be a cheap means for the recruitment for the company.
- Data obtained is meant to be true as per the knowledge of research conducted for the limited number of employees.

5.3 SUGGESTIONS:

- There should a continuous development and research to be conducted to improve the quality and effectiveness of recruitment.
- The company has limited tie-ups with institutions and colleges which can be developed by contacting the Institution Placement Officers.
- Compared to other departments in the company, HR department had few young staffs. This should be taken care immediately by the company to recruit some young talented staffs.
- Some employees are not aware about the recent process of recruitment followed by Arvind Limited. The company can update it in their company intranet so everyone is aware about the recruitment policy.
- As company has recruited only a few candidates through online web portals, it should take some measures to put itself into the job opportunity websites which can be done by paying a nominal fees to the website owners.

QUESTIONNAIRE

My name is ROSHAN.I.M, pursuing MBA at Acharya Institute of Technology and I am doing a detailed study analysis on a project work on the topic “**Recruitment Process**” at **ARVIND LIMITED**. I hereby kindly request you to spare few minutes to fill up the questionnaire, which would help me to accomplish my project work.

1. How do you recruit employees?

- Direct Indirect Third Party

2. Are you aware about the recruitment procedure that is followed at Arvind Limited?

- Yes No

3. Effectiveness of Recruitment:

- Very high
 High
 Satisfactory
 Low
 Very low

4. Satisfaction level with the current Recruitment policy followed by Arvind Limited:

- Highly satisfied
 Satisfied
 Neither satisfied nor dissatisfied
 Dissatisfied
 Highly dissatisfied

5. Does the company ask you to recommend any of the candidate to the company?

- Yes No

6. Recruited through:

- Through Online Web Portal
 Campus Recruitment
 Walk-In
 Employee Reference
 Internship Candidate
 Employee Exchange

7. Opinion for effective recruitment:

- Stimulating candidates to apply for job
 Seeking for prospective employee
 To persuade a right candidate to apply for the right job

8. High priority given to external recruitment at Arvind Limited:

- Online Job Portals Newspaper
 Employment Exchange Advertisement

9. High priority given to internal recruitment at Arvind Limited:

- Internal promotion
 Employee reference
 Transfer
 Job posting

10. The man power planning is done well in advance and the recruitment process is carried on as per the planning:

- Strongly agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly disagree

11. The company stimulates right candidates for right job:

- Strongly agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly disagree

12. Existing recruitment policy is linked to the productivity in the company:

- Strongly agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly disagree

13. To what extent do you agree that the manpower recruitment will be helped by appropriate job analysis and job evaluation?

- Strongly agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly disagree

14. Whether the recruitment for the available vacancies is done for every year?

- Yes No

15. The Recruitment process followed by Arvind Limited is practical to the production requirements:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

16. The type of candidates the company is looking for:

- Fresher
- Experience
- Both

17. Does the HR provide an adequate pool of applicants in the company for the purpose of recruitment?

- Yes
- No

18. Does the HR of Arvind Limited maintain database of the external candidates for future reference after the recruitment action in the company?

- Yes
- No

19. How often is the recruitment carried out in Arvind Limited?

- When there is Vacancy
- Sometimes
- Every year
- Each Quarter

20. Does the recruitment process in the company adds on to higher cost?

- Yes
- No

21. Recruitment cost is according to the budget given by the recruitment team:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

22. Does Arvind Limited ask the candidates to get into the bonds with them?

- Yes
- No

23. Whether the induction given by the management during recruitment process was helpful to you?

- Yes
- No

24. How effective and satisfied are you with the induction programme given to you?

- Highly Satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Highly dissatisfied

25. What constraints do you face in the Recruitment Process?

PERSONAL DETAILS:

NAME:

GENDER:

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- Company documents
- Company magazines



ACHARYA INSTITUTE OF TECHNOLOGY
DEPARTMENT OF MBA
WEEKLY PROGRESS REPORT(16MBAPR407)

Name of the Student: Roshan I M

Internal Guide: Prof. Bhagyashree G Kasturi

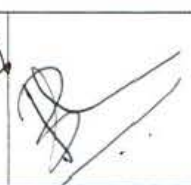

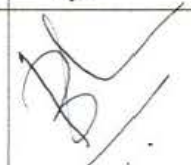


USN No: 1AZ16MBA56

Specialization: Marketing & HR

Title of the Project: Effectiveness of Recruitment Process

Company Name: Arvind Limited

Week	Work undertaken	External Guide Signature	Internal Guide Signature
15-01-18 to 20-01-18	Introduction about Arvind limited and its operation		
22-01-18 to 27-01-18	Learning about different operations and products by Arvind limited		
29-01-18 to 03-02-18	Orientation and gathering information about the growth of the company		
05-02-18 to 10-02-18	Orientation with functional department of the organisation and detailed study of department		
12-02-18 to 17-02-18	Research problem Identification		

19-02-18 to 24-02-18	Preparation of the research instrument for data collection	POC	
26-02-18 to 03-03-18	Theoretical background of the study	POC	
05-03-18 to 10-03-18	Data collection and data analysis	POC	
12-03-18 to 17-03-18	Interpretation of the data gathered during the survey	POC	
19-03-18 to 24-03-18	Final report preparation and submission	POC	

POC